

## 2. СВІТОВЕ ГОСПОДАРСТВО І МІЖНАРОДНІ ЕКОНОМІЧНІ ВІДНОСИНИ

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### THEORETICAL-METHODOLOGICAL PRINCIPLES OF THE FORMATION OF THE CATEGORY “KNOWLEDGE MANAGEMENT”

*The concept of “knowledge management” appeared in the mid-1990s in large corporations, for which the problems of processing information became particularly acute and critical. At the same time, it became obvious that the main bottleneck is working (saving, searching, replicating) with the knowledge accumulated by the company’s specialists since it is the knowledge that provides an advantage over competitors. Usually, the information in companies has been accumulated even more than it is able to quickly process. At the same time, often one part of an enterprise duplicates the work of another simply because it is impossible to find and use the knowledge that resides in neighbouring divisions. Various organizations are trying to solve this issue in their own way, but at the same time, each company seeks to increase the efficiency of knowledge processing. The new concept of “knowledge management” really helps to change the view on the automation of the corporation, as it focuses on the value of information. The novelty of the concept of ultrasound is a fundamentally new task – to accumulate not only fragmented information, papers, graphics, files but also knowledge, i.e. laws and principles that allow solving real production and business problems. That is why at the beginning of the XXI century, the analysis of the theoretical and methodological foundations of the formation of the category “knowledge management” is relevant.*

**Key words:** *theoretical and methodological principles, knowledge management, TNCs, approaches, knowledge.*

**Problem statement.** To date, terms such as knowledge management, intellectual management, knowledge economy, and information economy have become widespread. Considering that we live in an information society and in an era of rapidly developing information technologies, the question of the most effective way to control the transfer of knowledge has become particularly relevant. What factor is the key, what kind of knowledge transfer mechanism to use, and how to organize such a transfer within a research organization – these are all important and not fully resolved issues.

**Analyses of publications.** The scientific analysis of the creation, dissemination, and implementation of knowledge at the TNC level and its individual theoretical and practical issues have been studied in works by D. Andrussen, N. Bonis, S. M. Klimov, R. Coase, B. Lev, B.B. Leontiev, L.I. Lukicheva, B.Z. Miller, I.V. Pronina, T. Stewart, R. Thyssen, and others. The problems of increasing the

international competitiveness of TNCs in the world market of knowledge were considered in the works of E. Broking, L.G. Glushko, V.Yu. Zubko, R. Kaplan, A.N. Koziëva, D. Norton, A. Pulik, M. Meloin, L.V. Postanagov, K. Sweeby, K. Taylor, L. Edwinston, and others. However, many scientific issues remain unresolved regarding the identification of the main elements of the new universal model of knowledge management of TNCs, which would include a strong interconnection of all the necessary components.

**The aim of the article.** The goal of the article is to analyse the methodological base of the development of knowledge management in the time of globalization.

**Presenting the main material.** The author of the term “knowledge management” is considered the author of more than 40 books and well-known consultant in the field of management Karl Wiig, who presented it in his report at the conference of the International Labour Organization at the United Nations in 1986 and thus marked the beginning

of one of the most relevant areas of research in modern management. Being at the junction of several scientific disciplines and having a pronounced applied subtext, knowledge management gained popularity among economists among scientists, whose research was more devoted to the theoretical basis of the concept, and practicing managers attempting to implement specific knowledge management tools in their companies, increase the efficiency of enterprises, specialists in the field of technical sciences, exploring the creation of the necessary infrastructure in informative and communication technologies for knowledge management components protests. Operating essence and content of knowledge management, it is advisable to proceed from the following:

1) the production and use of knowledge is carried out not only at the individual but also at the public level, as a result of which certain interactions between people arise. If in the pre-industrial era, these communications were weakly manifested, then with the growth of the scientific, technical, and educational component of production, the social nature of knowledge becomes more and more obvious;

2) one should also proceed from the essence of management, as a purposeful impact in order to effectively coordinate the joint activities of people, the formation and use of resources to achieve the objectives.

Analysing the definition of the term “knowledge management” of both domestic and foreign authors, we can propose the following definition: knowledge management is a set of managerial influences on the ways, methods, and forms of organizing social relations in the sphere of production, dissemination, and use of knowledge, aimed at increasing the efficiency of these processes and carried out in specific economic framework (enterprises, institutions, divisions, various forms of cooperation, etc.).

The above differences in the definition of knowledge management are largely due to the existence of various schools in this area of management. In the 90s of the twentieth century, three classical approaches to knowledge management were born. The American and European areas have much in common and are often identified as a single western resource approach. The Japanese (Eastern) approach, as opposed to the Western one, is more process oriented.

One of the ideologists of the American approach, K. Wiig, considered the active participation of managers in knowledge management at all stages of the product life-cycle, innovation and organization as a whole. It implied the regular studies of knowledge, their analysis and evaluation, the identification of knowledge carriers in order to further their involvement in solving problems, in which they are specialists. In addition, it was assumed that the described activities would have to be implemented through specialized information systems capable of performing these functions autonomously.

The European approach to knowledge management has evolved on the Scandinavian Peninsula, mainly in Sweden. Its founder is considered to be K.-E. Sveiby. He identified two key areas in knowledge management: information technology management (creation of infrastructure

for storing, sharing and disseminating knowledge) and managing people (creating the necessary organizational structure and stimulating the production and productive use of knowledge). At the same time, Sveiby considered the management of people, the only possible creators of new knowledge, to be the main focus. In the majority of Russian publications, however, one can find an erroneous view of this school of knowledge management: it is assumed that the basis of the European approach is the measurement of intangible assets (intellectual capital) of companies. Nevertheless, Sveiby himself claims that the “Intangible Assets Monitor” created by him is a tool that contributes to a more effective “art of creating value from intangible assets” (knowledge management) [3, p. 30–34].

The Japanese approach was developed through the work of I. Nonaka and H. Takeuchi, who put forward the idea of the insufficiency of the company’s knowledge for business development. The Japanese researchers saw the solution to the problem in knowledge creation, considering this process to be the main driver of innovation. It is worth noting that the authors came to this concept not because of the increasing popularity of the subject matter in the scientific community but as a result of their own research: in the mid-80s a number of publications appeared devoted to the analysis of the processes of creating new information in informal groups of large Japanese enterprises.

Knowledge creation, in accordance with the Nonaka and Takeuchi model, is the result of 4 processes that form a spiral of knowledge: socialization, combination, externalization, and internalization – describing the transformation of knowledge between two forms: explicit and tacit. Considering the creation of a key process of knowledge management, Nonaka and Takeuchi did not rule out that the above transformation methods also contribute to the dissemination, exchange, and use of knowledge. Thus, the main ideologists of the Japanese approach laid the foundations of process knowledge management.

The main goal of knowledge management can be defined as the reduction of the lack of knowledge through its generation, detection and diffusion, and the use of knowledge to increase the competitiveness of the subject. At present, knowledge is systematically and purposefully applied in order to determine what new knowledge is required, whether such knowledge is reasonable, and what should be undertaken to ensure the effectiveness of its use. In other words, knowledge is applied to systematic innovations and innovations. As a theoretical basis of knowledge management take a set of sciences, covering various aspects of the study of biological, social, and technological processes.

It is important to emphasize the difference between knowledge management and information management in that the latter is focused on using IT in managing an organization, increasing the efficiency of information storage and transfer, while knowledge management is aimed at imparting additional value to information through its filtering, synthesis, and presentation in an optimal form. There are several levels of knowledge management:

– individual (individual level) (intellectual worker),

Table 1

**Definition of the term knowledge management**

| №  | Definition  | Author                                      | Source  |
|----|---|---|---|
| 1  | The process by which an organization manages to profit from the amount of knowledge and intellectual capital at its disposal.   | U. Bukovich                                 | Knowledge management. Guide to Action: Per. from English. M.: INFRA-M, 2002. 504 p.   |
| 2  | The process by which an organization manages to profit from the amount of knowledge and intellectual capital at its disposal.   | Ian Watson                                  | Applying Knowledge Management. 2003. Elsevier Science – San Francisco   |
| 3  | It is the creation of an organizational, technological and communication environment in which knowledge and information will contribute to solving the strategic and tactical tasks of the organization.  | J. Harrington                               | Knowledge Management Perfection / Harrington J., Voul F. – Moscow: “Standards and Quality”, 2008. – 272 p. – ISBN 9785 949380628. 4. M  |
| 4  | These are systematic processes by which the basic elements of intellectual capital that are necessary for the success of an organization are created, maintained, distributed, and applied; a strategy that transforms all types of intellectual assets into higher productivity, efficiency, and new value.  | A.L. Gaponenko                              | Gaponenko A. L. Knowledge management / Gaponenko A.L. – 2001. – 60 p.   |
| 5  | This is a discipline that provides an integrated approach to the creation, collection, organization, use of information resources of the enterprise and access to them. These resources include structured databases, namely: information (documents describing rules and procedures) and implicit knowledge and expertise found in the heads of employees. KM is a new business process for managing intellectual assets of an enterprise, organizational culture and discipline (promoting and supporting the sharing of knowledge, employee cooperation and stimulating innovation), the ability for transparency and clarity of business processes and in the production of relationships, the ability to count competitors, buyers, and suppliers. | Gartner Group                               | The Knowledge Management Scenario: Trends and Directions for 1998-2003, Gartner Group, 1999. – URL: <a href="http://www.gartnergroup.org">http://www.gartnergroup.org</a> ,<br>The knowledge economy: multi-authored monograph / EiC Dr.Sc. in Economics, Prof. V.P. Kolesov. – Moscow: Infra-M, 2008. Pp. 98–99. |
| 6  | It is the creation of organizational, technological, and communication conditions in which knowledge and information will contribute to the solution of the strategic and tactical tasks of the organization.   | V.N. Marinijeva                             | 100% knowledge management: A guide for practitioners. Moscow: Alpina Business Books, 2008, p. 196.  |
| 7  | This is the process during which we consciously create, structure, and use the knowledge base of our company.   | E. Janetto, W. Williams                     | Knowledge management. Guide to the development and implementation of corporate strategies for knowledge management / Transl. from English EAT. Pestereva – 115. Moscow.   |
| 8  | Creation, definition, distribution, preservation, acquisition, and enhancement of knowledge.  | M. Rumizen                                  | The Complete Idiot’s Guide to Knowledge Management. AST, 2004. 310 p.   |
| 9  | Hybrid discipline, not art and not science; from a functional point of view, it includes areas of learning and organizational development, human resource management and information technology.  | G. Parcell, C. Collison                     | Learning to Fly. M.: Institute for Complex Strategic Studies, 2006. 296 p.  |
| 10 | It is information flow management that ensures that the data needed by certain people will be received by them in time so that these people can take the necessary action in a timely manner.   | B. Gates                                    | Business with the speed of thought. 2 ed., Rev. M.: Eksmo-press, 2001. 408 p.   |
| 11 | Economic view on the strategic importance of organizational knowledge, facilitating the acquisition, search, and use of knowledge.  | Smith, M.E., & Lyles, M.A.                  | The Blackwell handbook of organizational learning and knowledge management. UK: Blackwell.  |
| 12 | It is the creation, presentation, storage, transfer, transformation, application, investment, and protection of organizational knowledge.   | Schultze, U., & Leidner, D.                 | Studying knowledge management in information systems research: Discourses and theoretical assumptions. MIS Quarterly, 26(3), pp. 213–242. 2002.   |
| 13 | It is a learning process that requires a constant reassessment of ways to acquire, organize, and transfer knowledge.  | Van der Spek, B.R., & Spijkervet, A.L.      | Knowledge management: Dealing intelligently with knowledge. Kenniscentrum CIBIT., 1997.   |
| 14 | This is a methodology for systematically collecting, organizing, and disseminating information in a firm.   | Morey, D., Maybury, M., & Thuraisingham, B. | Knowledge management: Classic and contemporary works. MIT Press, 2003.  |
| 15 | It is a process of collecting, distributing, and effectively using knowledge.   | Davenport, Thomas H.                        | Saving IT’s Soul: Human Centered Information Management. Harvard Business Review, March-April, 72(2), pp. 119–131. 1994.  |

| №  | Definition   | Author  | Source   |
|----|--|---|--|
| 16 | It is a discipline that provides an integrated approach to the identification, collection, evaluation, extraction, and distribution of all corporate information assets. These assets may include databases, documents, policies, procedures, as well as previously unused knowledge and experience of individual employees.   | Duhon, Bryant   | It's All in our Heads. Inform, September, 12(8). 1998.   |
| 17 | It is a discipline that provides an integrated approach to the identification, collection, evaluation, extraction, and distribution of all corporate information assets. These assets may include databases, documents, policies, procedures, as well as previously unused knowledge and experience of individual employees.   | Kimiz Dalkir  | Knowledge Management in Theory and Practice.   |
| 18 | It is the systematic, explicit, and deliberate creation, updating, and application of knowledge to ensure maximum.   | Wiig Karl Wiig  | K. Knowledge Management Methods: Practical Approaches to Managing Knowledge. Schema Press. 1995.   |
| 19 | This is the achievement of organizational goals through the strategically based motivation and stimulation of employees to develop, expand, and use their capabilities to interpret data and information (using available sources of information, experience, skills, culture, character, personality, feelings, etc.) through the process of understanding this data and information.   | Roelof P. uit Beijerse  | Questions in knowledge management: defining and conceptualising a phenomenon, Journal of Knowledge Management, Vol. 3 Iss: 2, pp. 94–110. 1999.                |
| 20 | A transdisciplinary approach to improving organizational results and learning through the maximum use of knowledge. It includes the development, implementation, and review of social and technological activities and processes to improve the creation, dissemination, and application of knowledge.   | Government of Australia   | Australian Standard AS 5037. 2005.   |
| 21 | A way to simplify and improve the processes of creating, sharing, distributing, collecting, and understanding knowledge in a company.  | Petter Gottschalk   | Strategic Knowledge Management Technology. IDEA GROUP PUBLISHING. London, 2005.  |
| 22 | Planned and ongoing management of activities and processes to attract knowledge to improve competitiveness through better use and creation of individual and collective knowledge resources.   | European Committee for Standardization                          | European Guide to good Practice in Knowledge Management – Part 5: KM Terminology. Brussels, 2004.  |
| 23 | It is a conscious strategy of obtaining the necessary knowledge by the right people at the right time, as well as a strategy to simplify the exchange and use of information so as to strive to improve the work of the organization.  | O'Dell C.,  | Grayson C.J. If Only We Knew What We Know: The Transfer of Internal Knowledge and Best Practice. The Free Press. New York, 1998.                               |
| 24 | Begins with the identification and classification of the types of knowledge that currently exist in the organization, followed by understanding where and how knowledge exists.  | Little, T.  | Understanding Knowledge Management: Developing a Foundation for Future Advising Practices. Retrieved from NACADA Clearinghouse of Academic Advising Resources. |
| 25 | A systematic process of searching, choosing, organizing, transforming, and presenting information, which includes designing, analysing, and implementing both social and technological processes in order to increase the efficiency of knowledge application.   | Indian Standard   | Bureau of Indian Standards, New Deli, April 2012.  |
| 26 | It is a discipline that means an integrated approach to identifying, managing, sharing, and using the knowledge and information assets of an organization based on policies, organizational structure, procedures, applications and technologies. Knowledge needs to be shared; Employees must be prepared, willing and able to share, and the organization itself needs a culture that promotes knowledge sharing in an atmosphere of trust and openness. | International Public Management Association for Human Resources | Glossary of International Public Management Association for Human Resources.   |

Source: [1, p. 12–17; 2, p. 21–25]

- micro level – the level of a separate organization,
- meso-level – the level of the region, industry, sector of the economy, a large company,
- macro level – the level of the national economy,
- mega level – the level of global research networks [4].

Based on the analysis of research devoted to the problem of knowledge management and intellectual capital, scientists have put forward the following methodological approaches to knowledge: cognitive (cognitive), behavioural, systemic, logistic.

The cognitive approach analyses the processes of production and assimilation of knowledge mainly at the individual level, as an intellectual activity that has both social and psycho-physiological content. The work of human intellect occurs on three levels:

- the subconscious;
- the ordinary consciousness (perception, initial judgment, representation, concept, position, concept, theory, doctrine);
- superconsciousness (the presence of unique abilities).



The material basis of the intellect at the levels of the subconscious and the superconscious is not yet known. Thus, most of the mental work of the individual falls on the stage of ordinary consciousness, which directs the activity of the mind to the solution of the tasks [5, p. 57–59].

The goal of the behavioural approach is to assist the employee in realizing his or her own capabilities and abilities by increasing the effectiveness of all the human resources of the organization. At the heart of a systematic approach to knowledge as an object of management is its perception as an integral system formed by the unity of various elements. The systems approach helps to consider knowledge as a complex of interrelated subsystems united by a common goal. Based on the use of this approach, the concepts of “knowledge system” and “knowledge management system” have arisen.

The logistic approach to knowledge management is manifested in the organization of the processes of transfer and assimilation (integration) of knowledge in the form of their flows. Flow movement means the movement of explicit and implicit knowledge between participants in the process. Any, including managerial, activity is based on certain principles. The content and classification of management principles developed and refined over time and changes in the dominant views on management. Each school of management offers its own principles.

Consider a specific set of knowledge management principles:

- the principle of science – building a knowledge management system (KMS) based on scientific recommendations, which requires the use of the entire spectrum of modern scientific achievements;
- the principle of a systematic approach – taking into account the interaction and interdependence of all components;
- the principle of the situational approach – taking into account the importance of the environment and feedback for the success of the organization, making management decisions based on studying the totality of situational factors;
- the principle of understanding and using psychological factors – creating the conditions for the most complete realization of the personal potential of each employee, optimizing interpersonal relations;

- the principle of using quantitative methods in knowledge management;

- the principle of authority and responsibility – each employee must have authority sufficient to be responsible for the quality performance of the work;

- the principle of democratic centralism – the provision of autonomy to workers and departments, while retaining the coordination functions.

Knowledge management, given the complexity and dynamism of this process, can be viewed in the following aspects:

- organizational (structure of the KMS, its internal and external relationships, goals of functioning);

- economic (economic relations in the process of production, dissemination, and use of knowledge);

- socio-psychological (creating a creative atmosphere, the effectiveness of interpersonal relationships);

- information and communication (creation and support of the functioning of the system inside and between organizational communications).

**Conclusions.** In conclusion, it is necessary to mention that as many KM specialists rightly point out, the development of methods for managing the intellectual assets of a company, in this case through a knowledge base, is only half the battle. The second half is to create motivation for employees to add their knowledge to the database. Here it is important not only to create a material incentive but also to strive to ensure that the KM program makes the life of the employee easier, otherwise it (the program) fails. Often, the manager has to turn to past knowledge in order to solve a new problem in order to learn or recall the history of a question, to see how a similar problem was solved before, or to use past knowledge as a basis for creating new knowledge. However, it is not always possible to find (or quickly find) a document that used information suitable for generating new information. Moreover, it is not always possible to remember that once similar information has already been used on this issue. Often, to solve a task, an employee needs knowledge that he does not possess, and he needs to determine whether there are employees in the company who possess this knowledge. Sometimes the manager has to perform the duties of a colleague. Here you also need to quickly grasp the essence of any issue, and not always a colleague is available to personally share knowledge.

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## ТЕОРЕТИЧНО-МЕТОДОЛОГІЧНІ ПРИНЦИПИ ФОРМУВАННЯ КАТЕГОРІЇ «УПРАВЛІННЯ ЗНАННЯМИ»

Концепція «управління знаннями» з'явилася в середині 1990-х років у великих корпораціях, для яких проблеми обробки інформації стали особливо гострими і стали критичними. Водночас стало очевидним, що основним вузким місцем є робота (економія, пошук, тиражування) зі знаннями, накопиченими фахівцями компанії, оскільки саме знання дають перевагу над конкурентами. Зазвичай, інформація в компаніях накопичується навіть більше, ніж вона здатна швидко обробити. Водночас, часто одна частина підприємства дублює роботу іншого просто тому, що неможливо знайти і використовувати знання, які знаходяться в сусідніх підрозділах. Різні організації намагаються вирішити це питання по-своєму, але водночас кожна компанія прагне підвищити ефективність обробки знань. Нова концепція «управління знаннями» дійсно допомагає змінити погляд на автоматизацію корпорації, оскільки вона зосереджується на цінності інформації. Новизна концепції ультразвуку – принципово нова задача – зберегти не тільки фрагментарність інформації, паперу, графіки, файли, а й знання, тобто закони і принципи, що дозволяють вирішувати реальні виробничі та бізнес-проблеми. Водночас враховуються знання, які є «невидимими» – вони зберігаються в пам'яті фахівців, а не на матеріальних носіях. Ресурси знань відрізняються залежно від галузі та сфери застосування, але зазвичай включають довідники, листи, новини, інформацію про клієнтів, інформацію конкурентів і технології, накопичені під час процесу розробки. Самі ці ресурси можуть розташовуватися в різних місцях: у базах даних, базах знань, у картотеках, зі спеціалістами і можуть бути розігнані по всьому підприємству. Традиційно дизайнери систем КМ (КМС) орієнтувалися лише на окремі групи споживачів – переважно менеджерів. Більш сучасні системи управління вже розроблені для всієї організації. При цьому більшість теоретиків і практиків схильються до думки, що знання, орієнтовані на інновації, мають значно більшу перспективну вартість, ніж знання, орієнтовані на ефективність. Важливо також відзначити, що в теорії менеджменту сформувалося кілька підходів до управління знаннями. В рамках інформаційного підходу, що базується на посиленні ролі ІТ-технологій, управління знаннями трактується як управління базами знань і інформаційними технологіями в цілому і передбачає формування корпоративної інформаційної системи, складовими якої є структурні підрозділи з управління знаннями, організація інформаційної інфраструктури знань, налагодження інтелектуальної взаємодії і спільного використання знань. Саме тому на початку ХХІ століття аналізуються теоретико-методологічні основи формування категорії «управління знаннями».

**Ключові слова:** теоретико-методологічні засади, управління знаннями, ТНК, підходи, знання.

## ТЕОРЕТИКО-МЕТОДОЛОГИЧЕСКИЕ ПРИНЦИПЫ ФОРМИРОВАНИЯ КАТЕГОРИИ «УПРАВЛЕНИЕ ЗНАНИЯМИ»

Понятие «управление знаниями» появилось в середине 90-ых годов в крупных корпорациях, для которых проблемы обработки информации приобрели особую остроту и стали критическими. При этом стало очевидным, что основным узким местом является работа (сохранение, поиск, тиражирование) со знаниями, накопленными специалистами компании, так как именно знания обеспечивают преимущество перед конкурентами. Обычно информации в компаниях накоплено даже больше, чем она способна оперативно обработать. При этом часто одна часть предприятия дублирует работу другой просто потому, что невозможно найти и использовать знания, находящиеся в соседних подразделениях. Различные организации пытаются решать этот вопрос по-своему, но при этом каждая компания стремится увеличить эффективность обработки знаний. Новая концепция «управление знаниями» действительно помогает поменять взгляд на автоматизацию корпорации, так как акцент в ней ставится на ценность информации. Новизна концепции УЗ заключается в принципиально новой задаче – копить не только разрозненную информацию, бумаги, графики, файлы, но и знания, т.е. закономерности и принципы, позволяющие решать реальные производственные и бизнес-задачи. Именно поэтому в начале ХХІ века актуальным является анализ теоретико-методологических основ формирования категории «управление знаниями».

**Ключевые слова:** теоретико-методологические основы, управление знаниями, ТНК, подходы, знания.