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**KNOWLEDGE MANAGEMENT WITHIN THE
LEARNING ORGANIZATION**

DOCTORAL THESIS

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SUMMARY

The first chapter of the thesis contains the definitions of the case study problematic and the research methodology. The main objective of the thesis, to identify and present the influence factors of knowledge management in the learning organizations was approached with a set of sub-objectives, among which: presenting the concept of knowledge at the organizational level; the analysis of knowledge dynamics phenomena in the organization; the analysis of definitive aspects referring to the knowledge management concept in the organization; the analysis of definitive aspects referring to the organization that studies; the analysis of specific processes in the learning organization; the analysis of models of structure and development of learning organizations; the analysis of influence factors of knowledge management in the learning organization.

The second chapter of the thesis includes the explanation of the concept of organizational knowledge and presentation of its typology. This chapter proposes a multiple perspective approach to knowledge in its conceptualizations.

The third chapter presents the dynamic perspective of knowledge in the organization. In this chapter about knowledge dynamics we have included a description of the knowledge conversion phenomenon through every process or every conversion stage. In the literature, knowledge dynamics has become a concept that is identified by four conversion processes between tacit and explicit knowledge. In this chapter of knowledge dynamics we put special emphasis on Brătianu's model in terms of which are presented some new concepts (cognitive knowledge - emotional knowledge dyad, the principle of thermodynamics, etc...) that we believe have added an important value for understanding this phenomenon.

Chapter four contributes with its content to progressive presentation of the concept of knowledge management from its appearance in the literature until very recently. The issues of novelty in knowledge management approach we present in this chapter are theories of Brătianu in the organizational intellectual capital and organizational nonlinear integrators. We believe that on the base of the key elements of these theories we have succeeded to fundament a new perspective on knowledge management in an organization.

The fifth chapter presents the main features of the learning organization and thus a series of the authors perspectives are analyzed in what the concept and ideal are considered. Introducing the concept of learning organization requires a large amount of work and requires the researcher's concentration to integrate the many messages sent of numerous perspectives on the concept and to highlight connections between them. Contribution with a high degree of novelty, in this chapter, is to present paradoxes regarding the concept of learning organization. Brătianu formulates the learning organization paradox through an analogy with the university environment, saying that although a university is an organization based on learning processes, not necessarily it is a learning organization (Brătianu, 2009).

The sixth chapter is to present quantitative and qualitative research taken to achieve the overall objective. The overall objective of the research was to identify and analyze factors which influence knowledge management and learning organization. Planning and conducting quantitative research based on a questionnaire was done through a sequence of steps and activities. First, through the literature review we extracted a number of factors supposed to have influence on the processing of knowledge within the organization, such as for process creation,

transfer, sharing, storage or reuse of knowledge. The extracted factors were used as variables in the questionnaire design. The questionnaire was constructed so that contributes to reflect the level of importance of each factor as respondents perceive. The results obtained from analysis of the data collected are presented in two sections. The first part presents the descriptive statistics of variables used in the study, and the second part describes the exploratory and confirmatory factor analysis. These results allow the development of a broader perspective on the factors influencing the processes of creation, transformation and organizational knowledge transfer within organizations in the region studied.

Finally, **chapter seven** provides a summary of the ideas presented in this doctoral thesis, but also the main contributions to the development areas of knowledge management and learning organization. Contributions were presented both in theory and the pragmatic level. All these contributions were made possible by the integration of shared knowledge, the strategic guidance and moral support offered by Mr. Professor Dr. Dr. Dr. HC Constantin Brătianu.

Key words: knowledge, organizational learning, learning organization, knowledge management, knowledge dynamics, intellectual capital, non-linear integrators.