

Knowledge Management in A Changing Society

JOEMAR BRAGA ALVES

Master Teacher in Integrated of Management Systems,
UFF, University Federal Fluminense, Brazil.

Email: joemarbraga@hotmail.com

Tel: +5521997127938

Abstract

This article had as reference to knowledge management in a society in constant transformation. It was necessary to understand that we live in a world that turns every second and that knowledge management becomes essential and strategic for the advancement and transformation of any society. An example of this was that the Brazil lived years over judge of International Monetary Fund (IMF) suffering from rampant inflation and its evolution and learning in this area, or better, your economic knowledge made him a country strong enough to withstand changes and global economic crises and even be able to find your way to the stabilization of its currency. Another phenomenon well and scathing too, we can cite as an example, was the advancement of knowledge in the field of information technology where the first personal and office computers, in this scenario, brilliant minds present themselves, such as Steve Jobs and Bill Gates. Several are the transformations that have occurred in society caused by permanent acting and evolution of knowledge and its management is needed mostly in this new era, i.e. the era of communication, information and knowledge.

Key Words: *Management, Knowledge, Strategy, Transformation and Society.*

Introduction

The mutability is part of our lives, the universe changes all the time; We change all the time and, consequently, our society lives in constant transformation. The question, now, is that with the emergence of a new society, i.e the information and knowledge society, we have evolutions, transformations, changes very fast and this quickly brings us to have to think about how the knowledge generated by this society in so fast movements should be administered.

We have entered the era of Globalization, the Internet, Facebook, the WhatsApp, or better, in the era of instant communication and real-time relationships on social networks. The problem here is not these tools because they are technologies, the problem here is in understanding how we can manage the knowledge that is processed in our society by means of these tools so fast and turning our ideas and ideals at all or, sometimes, in anything.

Many blame the advancement of technology as the cause of the breakdown of our cultural paradigms, blame even the Giants television stations that carry the information into our homes, but we need to understand that there are technologies that cause us bad, on the contrary, are the technologies and technological advances that make a society, a people, a country stronger.

Second Stair (1998): "technology is the set of skills that allow the intervention of man in reality", that is, the technology is not bad or good, in fact, the technology is "pure", or better, is the man who uses it, your way or manner, to apply it for good or for bad.

The man developed the H-bomb and soon after radiotherapy machines, has developed a system of Geopositioning (GPS) in order to be able to put a missile accurately on the target and then uses this same "GPS" to find people, find places and even to guide these people to the places they want to go. The technology is to serve and transform society, but who the guide is the man through his knowledge. Is the man who uses his powerful transmission antennas to persuade a buyer to take your product home, or to say that a politician who doesn't do what he wants or benefits is bad.

It is within this context that emerges this article which deals with the knowledge management in a changing society, because a society can leave even to exist if there is a concern with effective knowledge management of what is inside them. The man is a rational being, but if at any moment, is fostered in their society that what holds true for the functioning of its moral is "eye for an eye and a tooth for a tooth", in other words, if he acquire this learning and put it into practice it can even kill and maybe even exterminate themselves. Many may find this issue unlikely, but they forget that a simple push of a button firing an atomic missile toward a country might trigger a global conflict that will decline at the end of our days.

If a world power can't manage your knowledge with respect to certain world facts, can adopt ignoble actions and end up shooting Atomic missile. Why knowledge management is so important and needs to receive strategic treatment to ensure that our society walk in the right direction and to preserve for a very long time.

Companies, too, have to worry about the management and evaluation of the knowledge, because for a long time were used to impose their products to customers, and some time here, it's the client who dictates the rules and if the company does not develop strategic means in managing knowledge and evaluates them proactively can be crushed by their competitors. To adapt to this new scenario, companies must: determine their core competencies and focus them seeking to understand how the culture and the values they can keep their processes and practices and learn to make the behavior of the entire organization to be coherent and consistent (Hammer and Champy, 1993).

Developed countries invest heavily in technology, knowledge and innovation and for those investments don't go by "down the drain" they also invest in management, namely, on knowledge management. That way you can trace their goals and achieve their goals in a changing world. Knowledge is power and you have to be able to apply it in the most diverse branches political, economic, social and environmental impacts in support of continuous improvement of the society.

The United States of America is the first on the list of the most competitive countries of the world and invests heavily in technology and innovation to stay on top despite having gone through one of the most serious economic crises in its history. The Brazil didn't qualify very well on the list of competitive countries, but left the category of poor parents to emerging and treat the questions of knowledge management, such as planning, organization, direction and control can even join the Club of rich countries.

Knowledge, cannot be Renegade, needs investment in machinery, computers, data storage, information security and particularly the administration of channels through which they flow and be disseminated. It is important to stress that he embraces the intellectual capital, human capital and the ability to develop new research, the creation of new products and services and business intelligence. According to Ross Ashby (1964): "Only variety can absorb variety"; We can consider, then, that the knowledge management can act starkly in resolving systemic problems and collaborate to your balance through innovation and its constant variability.

Society needs to change for the better toward the improvement of their standard and quality of life constantly and for that to happen we need to ensure that the knowledge management translates into a well for the community in General and not just some favored classes or simple strategy of war and of the market.

China is an example of application of knowledge management with a focus on transformation of a society that before producing low quality products and today present themselves on the market with car brands offering up to five year warranty which is the case of Hyundai and Kia. The rise of China to great power category owes much by generation and knowledge management exercised by the country. Today the country is listed as the second world economy and it continues to grow.

We can say that China evolves and develops with a strategic philosophy through the systematic application of knowledge management, because in the words of the German General Helmuth Von Moltre who lived according to Robert Greene of 1800 to 1891: "strategy is the application of knowledge to practical life, the development of thoughts which are able to modify the original idea and for guidance in the light of ever changing situations.

To Mintzberg (1994), "the decay of strategic planning models, stands out because the vast majority of them cannot portray the characteristics of the real world", we can understand, then, that the models of strategic planning are going into decline because of absence or suffer a most punctual support of a knowledge management more consistent and more effective in order to achieve the proposed objectives. It should be, at this point, so, rethink the models of knowledge management and strategic planning so that together they can work and manage their goals and objectives efficiently and effectively with a focus on transformative evolution of society in General.

Turning our eyes to the Brazil with respect to knowledge management, we cannot charge so much of our society, because we have little more than five hundred years of independence, namely, we left the farm colony category and category of the nation shortly, based on other European countries. We can't charge of Brazil an evolution in terms of knowledge compared to that of a superpower, such as England or France, birthplace of the Enlightenment, by the way but we may charge our country the existence of a more effective knowledge management that will allow us to grow and bring benefits to our society in General. We have evolved a lot in this direction, taking into account that we are a young country, to be more exact, our technology investments took in just over forty years of purely agrarian country category; We have evolved a lot in the employment and social issues, we have more children enrolled in school, more people with officially registered and a heated economic market. But that's exactly where we need to manage our knowledge and put it into action, as did China, i.e. we need to cultivate a society to grow in terms of size, but also develops.

Knowledge management is so effective that American society despite enormous economic crises can stand out very well. Even run over by his own mistakes The United States can learn and engage in innovation. We can't deny that it was the Americans who developed the first theories of administration, i.e. the theory of scientific management of Taylor teaching a new model to work. Through the knowledge the United States remains as great power especially when it comes to the business of war. To be more specific, an invisible plane if not creates without knowledge and high technology. Silicon Valley in California is an example of development of knowledge in order to provoke deep social transformations through innovation. It is important to note that within this context knowledge management is necessary by virtue of the knowledge within the company, in people's minds and, consequently, of society as a whole. Knowledge management comes from the English language meaning "Knowledge Management" and in essence it is not limited to just being a branch or discipline but extends as a cross-cutting issue encompassing disciplines from the most diverse areas, especially those involving the strategic management, information, technology, management theories, in addition to all other areas such as marketing, consumer behavior, sociology, Philosophy and etc.

We can list the transformations that have occurred in the world caused by the development of knowledge, technology and innovation, especially in relation to business management. The eighties here we can cite, as an example, Steves Jobs and Wosniak, the creators of Apple, who wanted a personal computer, but had no capital, so they created one and then started their sales

It is important to note that the knowledge management of a given country is so strategic influence and can determine the development of other societies and of other countries. For example, before China cheap not influenced so much in other countries, now with the emergence of a new power your new attitude with respect to the world market might affect the world.

Chinese culture solidified by a carefully treated knowledge management has been doing with that innovation and dissemination of Chinese products to create a great impact on the world market. China has a bullet train that links Shanghai to Shaoshing moving for one hundred and sixty miles of trail. Make a bullet train is not something you do without knowledge and high technology, as well as, the invisible plane cited previously.

Knowledge management brings a big bulge in his path to be traversed by many Nations in order to make them understand that if it is necessary to invest in knowledge to achieve a better and more promising future. It is important to note that a country should invest in knowledge and not investing in knowledge, without investing in education. According to the source from the Brazilian Institute of geography and statistics (IBGE) and the Capes, the Brazil is no longer a country of illiterates, more in relation to qualification, still, is leaving something to be desired. With reference to data from 2010, we are forming 40,000 engineers per year and it still is, a number of trainees sluggish serving less than half of current demand. Ten thousand doctors are formed per year in Brazil, the United States formed fifty Grand a year and four hundred and twenty-two patent applications were registered in the year of 2010, i.e. we have few innovative products being produced in Brazil. What see checks is that the numbers are low and to implement knowledge management and enhance the education Brazil needs to start effectively to produce quality knowledge.

The Brazil has made movements with respect to this issue. In the year 2011, leapt expressive and strategic perspective with respect to knowledge management, which was the significant increase of investments in the area of education, with views, capping deficit gaps in the qualification of young people and Brazilian workers, we can cite the PRONATEC (National Program of access to technical education and employment) that was created by the Government to enlarge the offer of courses in the area technological and vocational education.

One of the goals of "building, is reforming PRONATEC and enlarge the public schools that offer technological and professional education. Another major step taken by Brazil was adopted in plenary in the year 2013, a bill that is a large part of the royalties from oil resources for education.

Education and knowledge culture solidifies brings us political, economic, social improvements and environmental transforming concerned citizens guided by an effective knowledge management. Second Druker (1993), the "knowledge worker" in the new economy, knowledge is not just another feature to the side of traditional production factors-capital, labour and land, but rather, the only significant feature. Druker says that knowledge has become a commodity, much more than a mere feature which makes it unique, especially in a society in transformation.

For Davenport and Prusak (1998), knowledge management is an integrated set of actions to identify, capture, manage, and share all information assets of an organization. Based on these definitions, we can say that knowledge management does not act only as guide educational processes to acquire knowledge, but also managerial and business processes where they need to learn and implement.

Methodology

This study classifies itself as an exploratory research and descriptive, because the exploratory research lends itself to clarify concepts and ideas in relation to the formulation of more precise issues with the aim of providing an overview, in this case, about the activity of knowledge management with respect to the treatment that this area has been receiving of business leaders, Government and society in General.

Descriptive research is characterized by identifying variables that identify criteria about the importance of knowledge management in a changing society. This study has a descriptive character, because they made records, analyses and interpretations of the investigated phenomena (MARKONI;LAKATOS, 2003).

Exploratory research also helps researchers to increase their degree of knowledge on the subject researched. In the design of the survey, we used the theoretical reference, documentary analysis and the collection of information, taking as a base the theme of knowledge management.

Data collection was done by means of a literature review about knowledge management, i.e. their concepts, practices and values with a view to social transformation. Were taken for study, too, academic research about knowledge management, both available online as in CAPES records.

The methodological application aimed to enable general study in question to clarify the importance of knowledge management as a strategic factor for the transformation of society. In addition to emphasize its importance, sought also to outline a few points for effective transformation of society through the performance of knowledge management not only in Brazil as in other countries and whether there is a full development of public policy with respect to the topic.

Discussions and Results

The overall objective of this study was to discuss and clarify the importance of knowledge management in a changing society. In addition to emphasize its importance, sought also to outline a few points for effective transformation of society through the performance of knowledge management not only in Brazil as in other countries and whether there is full development of public policy with respect to the topic. The study presented, also, introduced himself as supporting material to support the academic importance of developing research in the area of knowledge management, whether it be interdisciplinary, multidisciplinary or transdisciplinary.

The search result is presented in the cited bibliographic facts that highlight and demonstrate how first world countries use of strategic management of knowledge to grow and stay on top, which is the case of the United States and China that before did not present any significance in the international context and, currently, presents itself as the second world economy. The substantiated research lead us to say assertively that if a country or a society in constant transformation avail themselves of knowledge management strategically in the design of your goals can control their problems and actually change for the better. It can be observed, too, that knowledge management is not an exclusivity of the great powers, since it was observed that countries that are not of first world, too, has sought, even if slowly, investing in strategic management of knowledge and align it to your goals and their goals by obtaining positive results and thus favorable to their growth and their social transformation in this case, we can cite, as an example, the Brazil.

Conclusions and Recommendations

This study had as its intention to contribute with information that demonstrate the relevance of knowledge management in a changing society, reached the following conclusions and recommendations:

In a first aspect is that the knowledge worker must have critical posture, know how to work in teams and mainly introduce conscious discipline. You have to make it clear that most of the work carried out in team leads in innovation, but to implant a culture of knowledge management is required to produce a structure so that people can share ideas, work in teams and produce innovations; in this context, need to think strategically to deploy knowledge management and guide people who are part of the process about its importance.

In a second aspect is that in order to deploy the knowledge management needs to take down some social taboos of sharing, especially if we aim for social transformation. You need to have the commitment of the Government, enterprises and institutions to enable the individual that is inserted within the social system can evolve and empower. Whereas the bases are in the educational systems need to be extended to the members of society free access schools, whether public or private, for the full development of their abilities, such as, learn to communicate, read and write, continuing education, field of communication and information tools, ability for problem-solving, all those able to provide the individual training to be an agent of social transformation through knowledge, thus generating a ripple effect of knowledge management and social transformation.

In a third and final aspect to knowledge management must contribute to the adoption of new social practices, disseminate information generated for society as a whole in order to also be a tool for social transformation that, above, everything has to be analyzed and used in strategic mode with good views of the collectivity.

References

- Ashby, W.R.(1964) Introduction to Cybernetics, Meuthen, London.
- Ajzen I. and Fishbein M. (1980). Understanding Attitudes and Predicting Social Behavior. Prentice-Hall, Englewood Cliffs, NJ.
- Alavi M. and Leidner D.E. (1999) Knowledge management systems: issues, challenges, and benefits. Communications of the AIS 1(7), 1–37.
- Alavi M. and Leidner D.E. (2001) Review: knowledge management and knowledge management systems: conceptual foundations and research issues. MIS Quarterly 25(1), 107–146.
- Albano, Claudius S.(2000). Impact of information technology in the new Stage competitive organizations. CCEI magazine-OTHER ACTIVITIES, v. 4, n. 5, p. 63-68, sea.
- Barros, A. J. & Leheld, D.S. (1990). Research projects: Methodological Proposals, Editora Vozes, Rio de Janeiro.
- Barroso, Antonio C. O. & Gomes, Elisabeth B. P.(1999) Trying To Understand knowledge management. Journal of public administration of the Foundation Getúlio Vargas, v. 33, mar/Apr.
- Chandra, Marcos, Garcia, Elisabeth and Pereira, André.(2001). Business management in Knowledge-based society. Rio de Janeiro, Campus.
- Davenport, Thomas H. and PRUSAK, Laurence (1998). Business knowledge As the Organizations manage their intellectual Capital, Campus, Rio de Janeiro.
- Druker, Peter F. Managing in a time of great change (1993), Atlas, São Paulo.
- Edvisson, Lief & Michael S. M.(1998). Intellectual Capital, Makron Books, São Paulo.
- Fleury, Maria T. L. and Fisher, Rosa M.(1989) Culture and power in organizations (1989),Atlas, São Paulo.
- Glock C.Y. (1987). In Social Research Methods: Qualitative and Quantitative Approaches (NEUMAN WL, Ed) Allyn and Bacon, Boston, MA.
- Housel T. and Bell A.H. (2001) Measuring and Managing Knowledge. McGraw-Hill, New York.
- Hammer, M. and Champy, J.(1993). Reengineering the Corporation, Harper Collins, New York.
- Markoni, M.A. and Lakatos. E.M. (2003). Fundaments of Scientific Methodology. Atlas, São Paulo.
- Mintzberg, Henry(1994). The fall and rise of {{sitename}}. Harvard Business Review, v. 72, n. 1, p. 107-114, Jan-Feb.
- Nonaka I. and Takeuchi H. (1997) Creation of knowledge in the company- How Japanese companies Create the dynamics of innovation, Campus, Rio de Janeiro.
- Odenwald S.B. and Matheny, W.G. (1996). Global impact: trends Development trainings worldwide, Future, São Paulo.
- Polloni, Eurico G. F.(2000) Managing information systems, Future, São Paulo.
- Prahalad, C.K. and Hamel, G.(1990) "the core Competence of the Corporation" Harvard Business Review May-June pp 79-91.

- Site IBGE (2010), "Brazilian Institute of Statistics," <http://www.ibge.com.br>
- Site PRONATEC (2013), " National program for access to technical education and employmen," <http://www.pronatec.mec.gov.br>
- STAIR, Ralph M. (1998). Principles of information systems: a managerial approach. Translation [of] Maria Lucia Vieira Lecker and Dalton Earl de Alencar. 2. ed., LTC, Rio de Janeiro.
- Greene, Robert(2011). 33 war Battles, Rocco, Rio de janeiro.
- Steward, Thomas A.(1998) Intellectual Capital-the new competitive advantage of Companies, Campus, Rio de Janeiro.
- Sveiby, Karl E.(1998) The new wealth of organizations: Managing and Evaluating Knowledge assets, Campus, Rio de Janeiro.
- Sheppard B.H., Hartwick J. and Warshaw P.R. (1988) The Theory of Reasoned Action: a meta-analysis of past research with recommendations for modifications and future research. Journal of Consumer Research 15(3), 325–343.
- Wood, Thomaz Jr.(1995) Organizational change: Deepening current topics in Business Administration, Atlas, São Paulo.

