

PORTABILITY OF KNOWLEDGES IN APPLICATIONS OF INNOVATIVE SMALL AND MEDIUM ENTERPRISES

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Abstract:

Small and Medium sized Enterprises (SMEs), is a current concept and has attracted attention of researchers and practitioners, with great resonance in the global economy. In the recent years, there is an increasing interest in the debate on this concept in the context of enlargement concerns the issue of innovation and globalization.

The idea of the project is deeply embedded in Knowledges. If we think about our projects, it is often in terms of the series of knowledge we have worked on. We compare projects: this one was well managed, that one was doomed from the start, and this one introduced new technology based on Knowledges.

Innovative Small and Medium sized Enterprises are able in function to charged with managing the data assets of the intellectual capital of Innovative Small and Medium sized Enterprises, much like human resources manages the personnel assets, projects are likely to be problematic.

Surely mature Innovative Small and Medium sized Enterprises knowledge management function would consist of a set of services that are constantly available to the enterprise, supported by a robust infrastructure, and delivered by well-defined business processes. This is not to say that projects do not have a role in Innovative Small and Medium Enterprises knowledge management.

Key words: Innovative Small and Medium sized Enterprises, project, knowledge management, intellectual capital

JEL Classification: A1 - General Economics

The Small and Medium Enterprise's knowledge management demands more than the status quo.

The idea of the project is deeply embedded in Knowledges. If we think about our careers, it is often in terms of the series of projects we have worked on. We compare projects: this one was well managed, that one was doomed from the start, and this one introduced new technology based on Knowledges. It is almost as if working on projects is unquestioned. Yet, there are reasons to doubt the wisdom of the project approach, and it is legitimate to ask if working through projects is really suited to the way of Innovative Small and Medium Enterprises knowledge management (ISMEKM) should be conducted.

If Innovative Small and Medium Enterprises are to be a horizontal function charged with managing the data assets of the organizations, much like human resources manages the personnel assets, projects are likely to be problematic. Surely mature Innovative Small and Medium Enterprises knowledge management function would

consist of a set of services that are constantly available to the enterprise, supported by a robust infrastructure, and delivered by well-defined business processes. This is not to say that projects do not have a role in Innovative Small and Medium Enterprises knowledge management.

However, Small and Medium Enterprises knowledge management are unlikely to be successful if it is simply a pool of resources with skills like data modeling that can be placed on general IT projects that are essentially self-contained silos. In the short term, such a project-driven Small and Medium Enterprises knowledge management unit may deliver value and may well be perceived as successful if the projects are perceived as successes. Yet, in the long term, nothing is done to help manage the Innovative Small and Medium Enterprises information assets.

Indeed, being project driven simply helps to create the “data mess” that so many Small and Medium Enterprises knowledge management find themselves in today, where nobody knows very much about intellectual capital.

When the only constant is change, knowledge becomes not just important, but indeed vital for the very survival and future success of Innovative Small and Medium Enterprises. While that, in itself, is hardly a new realization, the pace of new insights from current research as well as new applications of knowledge management in practice continually raise the bar for what it means to be leading the way. And only those organizations that are at the cutting edge will be able to beat the competition.

What is a Project?

Projects are a very attractive way of working. After all, there are special features of projects in Knowledge Management. The major one is that Knowledge Management projects have been oriented to the development of applications. In this context, the Systems Development Life Cycle was developed and became recognized as the way in which an Knowledge Management project was run.

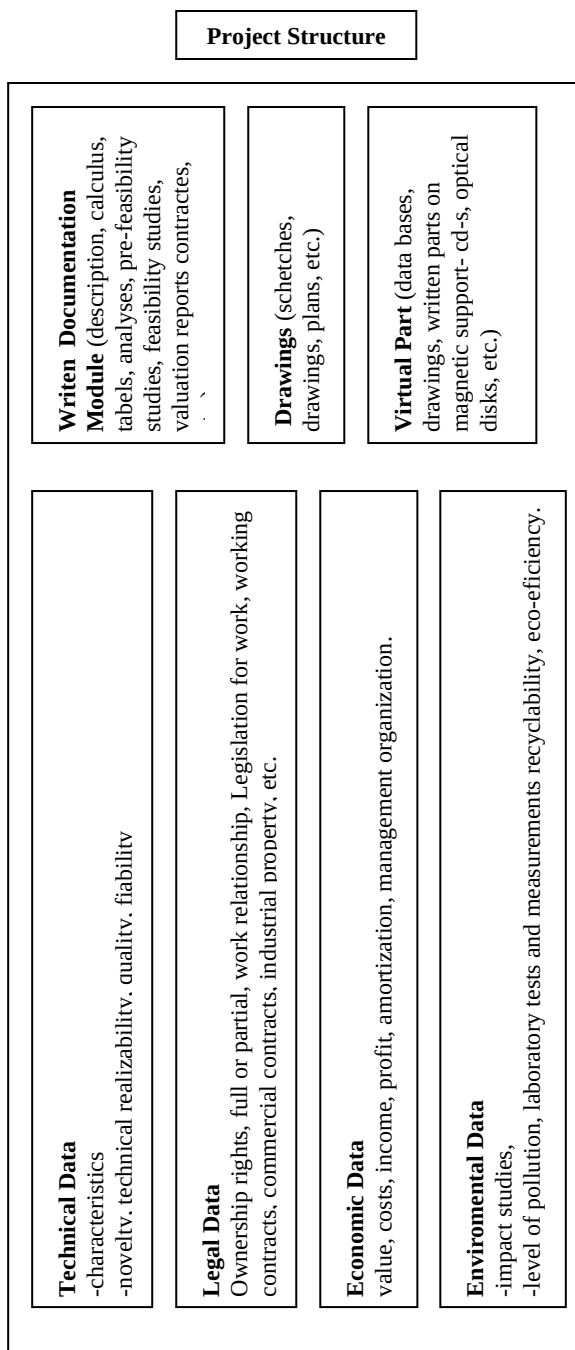
A project consists also of legal, technical, economical, financial and environmental and in the case of public investments social-human analyses. A model of the structure of the project investment is presented in the following figure.

- Milestone Schedules;
- Relationship of Planning and Control.
- Project Specifications;

Reasons for project planning

A critical stage of any project is the planning stage. Planning is determining what needs to be done, by whom, and by when, in order to fulfill all necessary requirements for project completion on time. The desired results of project planning are to:

1. Eliminate or reduce uncertainty;
2. Improve efficiency of the operation;
3. Obtain a better understanding of the objectives;
4. Provide a basis for monitoring and controlling work.



Project Planning

- ☐ Reasons for project planning;
- ☐ Project Specifications;
- ☐ Milestone Schedules;
- ☐ Relationship of Planning and Control.

If the tasks are well understood prior to performing them, many of the activities can be preplanned. If they are not understood, during actual task execution, more knowledge is learned which leads to changes in resource allocations, schedules, and priorities. Therefore, the greater the task uncertainty, the greater the amount of information that must be processed in order to insure effective performance.

Project Specifications

Specifications should be listed separately for all individual inputs for the project. They are used for man-hour, equipment, and material estiates. They are standards for pricing out proposal. The customer is interested in the specifications to know how the project money is being spent and if the appropriate levels of perormance are being sought.

Milestone Schedules

Project milestones (critical points in time) include the start date, end date, other mahor milestones and other data points such as mid-projects reviews or other periodic reports.

Figure. 1. The structure of a project

Relationship of Planning and Control

As with all planning, the project plan is the basis for control mechanism for the project manager. The plan gives expected results at various milestones and if the results are not attained, the project manager must investigate to find out why the planned result did not occur. Of course, the reason could be due to an unrealistic or unworkable plan, but no matter what the reason, the non-attainment causes much consternation in the overall project scheme.

Each element of the project must be accomplished to attain the ultimate project goal of a marketable product, installed assembly line, or trained interns. The overall plan may have to be reworked to compensate for the missed milestone or incomplete component upon which further project progress depends.

Control mechanism for measuring project progress and ultimate success should be developed directly from the project plan. Any other control measures may well be unrealistic and may even be harmful to the project if they don't contribute to keeping the project on track and keeping it moving toward ultimate completion.

The planning and control system must provide information that:

- ☐ Gives a picture of work progress;
- ☐ Will relate cost and schedule problems;
- ☐ Identifies potential problems with respect to their sources;
- ☐ Provides information to project managers with a practical level of summarization (no open ended problems);
- ☐ Demonstrates that the milestones are valid, timely and auditable.

Innovation in Small and Medium Business stimulates economic develop

The microeconomic factors such as differentiation occurs between firms that have innovative technologies, to the detriment of traditional capacity to know and use these technologies, but using traditional equipment.

Enterprise is an innovative knowledge-based information activities with research and development of new products, processes and technologies in all fields with qualified senior personnel, registered positive results in their research, especially through the portability of knowledge acquired through previous projects completed the ongoing projects, bringing added value through patents, licenses, software, products, processes, innovative company.

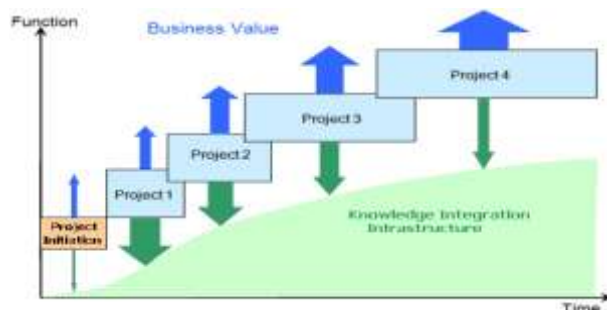


Figure. 2. The Portability of Knowledge in applications of Innovative Small and Medium Enterprises

In my opinion all Small and Medium Enterprise innovation based on intellectual capital is defined by: patents, licenses, concessions, copyrights, software used by its employees. Therefore all of these assets are used as the primary component and business process knowledge by transforming the potential intellectual capital in intellectual capital usable without enterprise value.

In Innovative Small and Medium Enterprises, the budget is the primary concern of operational purposes and it should have the largest interest of development and innovation expenses for more projects. Results of finished projects can be analyzed through a Knowledge management performance evaluation from intellectual capital, technology, process perspectives, registers, reporting, financial consolidation, forecasting budgeting and planning aimed primarily at executives .

Conclusions

Technological limits the importance of new trends in traditional economies of scale of large companies, for profits generated by the trend towards flexibility and innovation, the ability to adapt to different situations in the world market and focus on consumer needs, the opening for acceptance of risks to the introduction of use of new technologies and innovative management methods characteristic of small and medium enterprises globally, the trend would be ideal to be manifest in Small and Medium Enterprises in Romania.

Nevertheless, Innovative Small and Medium Enterprises project require particularly systematic and effective knowledge management, if they are to avoid knowledge fragmentation and loss of organizational learning.

Project management applications provide clear benefits for Innovative Small and Medium Enterprises by simplifying complex analysis and providing best practice measures and techniques. But the Knowledge Integration benefits of implementing these Knowledge Applications can be outweighed by the drawbacks of "stovepipe" data stores unless the Innovative Small and Medium Enterprises implement the applications as part of an overall Knowledge Landscape.

We revealed that processes of the capture, transfer and learning of knowledge, in project settings, rely very heavily upon social patterns, practices and processes, in ways which emphasize the value and importance of adopting a community-based approach to managing knowledge. This paper made a contribution to the development of knowledge management theory, within project environments.

To achieve this, key Innovative Small and Medium Enterprises must work closely with the project personnel responsible for the company's overall Knowledge Integration strategy. It should be the responsibility of the chief financial officer of Innovative Small and Medium Enterprises to represent the business and work with Knowledge Landscape projects to ensure that performance of Knowledge Management systems are deployed successfully.

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