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## KNOWLEDGE MANAGEMENT AS A STRATEGY FOR ORGANIZATIONAL DEVELOPMENT: CONCEPTUAL APPROACH

### Abstract:

This article provides a theoretical vision of the concept of knowledge management, a taxonomic and model synthesis, generalities of strategies, as well as highlighting its importance and impact on the organization and business competitiveness in emerging scenarios.

#### Keywords:

Knowledge management, knowledge management models, organizational development.

It is necessary to understand the development needs that organizations have, in particular, Russian organizations; and although, during the pandemic generated by COVID-19, many companies globally sought sustainability in the midst of the crisis, Russian companies have had the additional challenge of facing a new panorama generated by economic sanctions after of military intervention in Ukraine. Consequently, the Russian government has responded and has proposed a technological development plan until 2030 in Order No. 1315-r dated May 20, 2023; with the aim of achieving technological sovereignty [1]. The Technological Development Concept approved by the Government formulates three interrelated objectives to achieve technological sovereignty: guaranteeing national control over the reproduction of critical and end-to-end technologies based on its own lines of development, the transition towards innovative economic growth and active, and guarantee the sustainable development of production systems. In this sense, given the need to develop organizations for technological sovereignty, this work focuses on generating the theoretical bases of the concept "knowledge management" to position it as a key management strategy to potentiate and give value to Russian companies in the emerging context.

This research aims to provide a theoretical vision of the concept of knowledge management, a taxonomic synthesis, and models, generalities of strategies, as well as highlight its importance and impact on the organization and business competitiveness in emerging scenarios. The methodological basis is represented by theoretical provisions of knowledge management; literature analysis is used as a research method. As a result, a synthesis and the latest technical level of terminological knowledge management was obtained. The theoretical and practical importance of the study lies in understanding the dynamism and evolution of the concept "knowledge management" and its impact on organizational development. To understand a knowledge management model as an approach to organizational development, we delve into the definition and evolution of the concept, the taxonomic classification and identify the key knowledge management strategies.

**Knowledge management** is a concept under construction, with various interpretations where one of the most accepted is that of Davenport and Prusak, who define, Knowledge management refers to the actions carried out by the organization in order to obtain maximum value of available knowledge, likewise, KM is the process of capturing, distributing and effectively using knowledge, which is why it is considered a systematic process of searching, organizing, filtering and presenting information to improve people's understanding of areas of interest [2]. On the other hand, Mijangos Noh, Cabrera and Sugey define knowledge management as a strategic process, guided and operated by discipline and skills, that advantageously promotes the achievement of established objectives. This process is used to put tacit knowledge and explicit knowledge into practice and maximize the value of the organization. Knowledge management helps decision making, thus increasing the viability and durability of the organization, and generating competitive advantages. To achieve this, information and knowledge must be available and accessible so that organizational members can absorb it and turn it into experience [3].

Over time, companies have evolved as have the resources of technological solutions. Previously, the management models that were managed had cost reduction as a priority, then their priority changed to focus on cultivating competitive advantages. For their part, new technological solutions have emerged that have facilitated the evolution of the way in

which knowledge is managed, so much so that it is possible to predict future scenarios and have easy access to knowledge, which for organizations translates into having a vision of sharing knowledge in order to generate new innovative business models. This can be summarized as a paradigm shift in which we go from collecting information to sharing knowledge [4]. From the review of definitions and the dynamism of the concept linked to the current context, it is proposed to consider knowledge management as: Knowledge management is a strategic process that promotes the co-creation of organizational value through identification, organization, storage and dissemination of information.

# Classification and taxonomies of knowledge management models

The review of knowledge management models shows a fairly wide spectrum of approaches [5], the review made it possible to highlight the main classifications and taxonomies proposed in the literature on knowledge management models. Table 1. condenses the classification carried out, where several authors generally share 4 types of lines.

Approach Author	Conceptual	Cognitive	Social and work	Technological and scientific
Barragán (2009)	Theoretical and philosophical conceptual models	Cognitive and intellectual capital models	Social network and knowledge management work models	Scientific and technological models Holistic models
Rodríguez (2006)	Storage, access and transfer models		Sociocultural models	Technological models
Sánchez (2005)	Knowledge management models	Intellectual capital models		
Kakabadse et al. (2003)	Philosophical models	Cognitive models	Network and community of practice model	Quantum models
McAdam y McCreedy (1999)	Categorical models of knowledge management	Intellectual capital models	Socio-constructionist model of knowledge management	

**Knowledge Management models.** The design of KM models reflects the importance of knowledge in the organization, its complexity, dynamics and the strategic nature of intangible assets. Knowledge is considered the most valuable organizational asset, the leading role of human capital and the integration of individuals and groups, technology, information and communication to achieve the best knowledge management in the organization. These models emphasize that organizations need to systematize and structure processes related to knowledge and information flow [6].

Table 2 – C	Comparative	analysis of	knowledge	management models

Model	KM engine	Use of ICT	Type of knowledge	Organization culture
Wiig (1993)	ICT	Use of ICT in the knowledge distribution process	Factual, conceptual, explanatory and methodological	Open to learning
Nonaka y Takeuchi (1995) SECI	Human Processes	A means, without essential inclusion	Tacit/Explicit	Open to learning, collaborative
Sveiby (1997)	Human Processes	Information systems, web pages, internet, databases	Formal	Participatory
Bustelo y Amarilla (2001	Human Processes/ ICT	Corporate databases Computer applications	Formal	Participatory
Kerschberg (2001)	ICT	Web pages, Emails, Databases, Corporate portal, Domains, Electronic messaging. Video conferences, Data mining	Tacit/Explicit	Communicative/ collaborative
<b>Riesco (2004)</b>	ICT / Human Processes	Networks	Formal/experiences	Collaborative

Paniagua y López (2007)	ICT / Human Processes	ICT support (collaborative environments or knowledge access and transfer environments)	Tacit/Explicit	Collaborative
Angulo y	ICT / Human	Web pages, Free software,	Tacit/Explicit	Communicative/
Negron (2008)	Processes	Internet		collaborative

**Knowledge management strategies.** There are various strategies used to implement knowledge management models and it can be stated that these strategies are personalized to each organization, according to its environment, its needs, maturity and capacity to assume the implementation or transformation; however, they were identified as generalities [7].

Strategy	Technology required	Purpose	Outcome		
Reward system	Analytic software, database,	Compare groups, increase	Visual of the status of		
	Data collection software	motivation	group		
Knowledge and data	Data collection software	Create a centralized view of	Organized database,		
integration		knowledge components	overall picture,		
0			improved search results		
			*		
Tacit knowledge	Database	Data collection	Community, personal		
collection and			interaction		
sharing					
Social media	Social media platform	HR, Marketing, operation	Communicated		
	1		externally		

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Table 3 -	Knowledge	management	strategies	OVERVIEW
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## Conclusions

The previous model of reproduction of technological innovations, based on the import of equipment and technologies, is no longer relevant, which gives way to a new scenario of search for technological sovereignty for the Russian Federation, it is necessary to develop organizations and ensure adaptation of the management system for carrying out technological development tasks. Scenario in which knowledge management is emerging as a potential strategy since The objective of knowledge management (KM) is to allow people and organizations to collaborate, share, create and use knowledge. Understanding this knowledge management is leveraged to improve performance, increase innovation, and grow the knowledge base of both individuals and the organization. Today we have increasingly sophisticated and complete technological resources that enhance the sharing of knowledge quickly and efficiently, giving rise to the new paradigm where the attitude of sharing knowledge for co-creation prevails.

KM is a dynamic concept that has been evolving and is greatly influenced by technological development and changes in the approach of management models.

The taxonomic classification of knowledge management models, as well as strategies, are of interest to both researchers and entrepreneurs and managers who make strategic decisions in organizations.

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