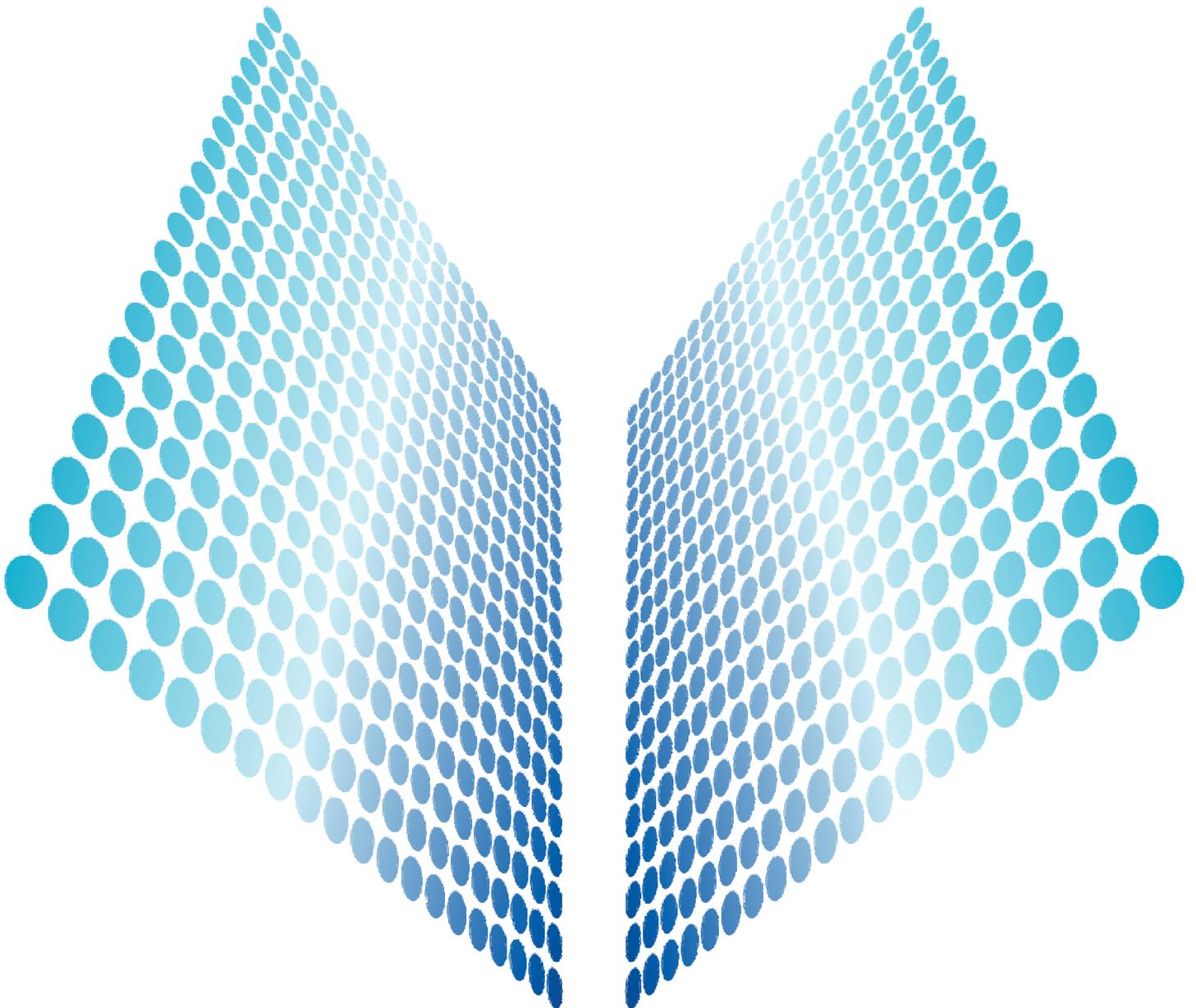


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KNOWLEDGE MANAGEMENT-NEW MANAGEMENT PARADIGM AND TOTAL QUALITY MANAGEMENT, INTEGRATED APPROACH TO MANAGEMENT

Biljana Vangelovska, Ivo Kuzmanov, Silvana Angelevska

Abstract: *The development of the concept of knowledge management for providing improving the quality and success in the fierce international competition is a basic strategic goal and priority of every modern company. KM and TQM are complementary concepts, and to be successful in our environment, it is necessary to make a kind of so-called integrated approach to management, consistent with the specifics of the Macedonian companies.*

This paper includes research conducted in companies from the public and private sector in Macedonia on the basis of preset initial hypotheses with defined indicators and main hypothesis sub-hypotheses, in order to assess the attitudes of interviewed employees and managers, in order to update and affirm modern concepts and models for effective and efficient management of knowledge in the providing improving the quality of products / services in the Macedonia companies, bringing the concepts of KM and TQM and their possible combination, as well as understanding of the attitudes, knowledge, access and use of these concepts by managers and employees.

Key words: *Knowledge Management, Total Quality Management, Methodological research, Hypothesis, Research techniques, Target group.*

1. INTRODUCTION

It is indisputable that in the 21st century knowledge is promoted as a unique resource by which global competition shall be distributed to the participants, collaborators and competitors. Knowledge provides information on job performance and fulfillment of objectives according to the possibilities of a given environment. It provides information on the processes and results as an effect of the work. It provides information on how people practice and coordinate resources and requirements. Also provides information and knowledge for consumers and competition, possible obstacles and problems and quality of work.

In this context, knowledge is to harmonize the existing information technology that streamlines and improves business function of providing improve quality and productivity at work. Indisputable is the fact that in today's business world special emphasis is given to the development and implementation of intellectual capital as intangible part of the total assets of an organization, company and firm.

Knowledge management is relatively new, young discipline and its rapid progress makes the time when all the changes in the business environment worldwide have been fast and constant, so the characteristics of the concept quickly change and adapt to the working environment.

KM and TQM are complementary concepts, and to be successful in our environment, it is necessary to do so on a kind of Macedonian integrated approach to management conforming to the specifics of the Macedonian companies.

2. CONCEPT ON KNOWLEDGE MANAGEMENT (MANAGEMENT MEANING)

The concept of knowledge management is a process that helps organizations, businesses to find, select, organize and communicate relevant information and professional expertise in the function of dynamic learning, strategic planning, decision making and problem solving. He refers to the use and the increase of knowledge in organizations.

The concept of KM is quite accepted as such, and there are a number of attempts to make its implementation and integration with other already known and widely accepted concepts, such as the

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concept of total quality control TQM.

Knowledge management is based on the idea that the most valuable resource for the organization's knowledge of its employees. Hence, the success of the organization a lot will depend on how effectively its employees will create new knowledge, to share across the organization, and apply in the best possible way.

The main purpose of knowledge management does not consist in managing the overall knowledge, but only knowledge that is most important to the organization. It confirms that employees have the knowledge they need, where they need, when they need it - right knowledge, the right place, at the right time.

Knowledge management its attention received since 1990. For several years it has become affirmative secular concept, after the processes of reengineering work and management for total quality.

Knowledge management is the process through which the organization collects intellectual and scientific values he possesses. In this context, knowledge management affirms the processes of identification, acquisition, distribution and maintenance of knowledge that are essential for the company.

3. THE CONCEPT OF TQM (TOTAL QUALITY MANAGEMENT)

The concept of total quality management is a comprehensive concept that unites the technical, market, economic, organizational and ethical aspects of business. In its approach, the concept of TQM is the highest level of management and quality management.

The process of total quality management is a management theory (philosophy) that stresses quality and system management tools that enable the organization uses to continually improve ourselves through the involvement of its employees in all processes of quality improvement with order to fully meet the needs of internal and external customers, and thereby provide values among employees, shareholders, customers and society.

To achieve these objectives TQM utilizes an integrated system of more than one hundred management methods, models, system development of competence among employees, and follows a slew of principles, including knowledge management.

KM approach based on knowledge will inform, guide and facilitate continuous improvement and learning, and thus helping the company organization to better meet the changing needs and expectations of consumers.

It should facilitate the introduction of principles of knowledge management, their gradual implementation and turning them into a complementary process management. It should facilitate the introduction of principles of knowledge management, their gradual implementation and turning them into a complementary process management.

In other words TQM should focus on environmental changes and deal with them through improvements in the capacity and skills in knowledge management. KM and TQM are complementary concepts, and to be successful in our environment, it is necessary to do so on a kind of Macedonian integrated approach to management conforming to the specifics of the Macedonian companies, Macedonian resources and certainly the most important human resource - the employees and young people (unemployed) highly educated staff.

4. CONCEPT OF RESEARCH

4.1. MISSION AND VISION ON RESEARCH

The mission of the research is the promotion and affirmation of the concepts of knowledge management (KM) and the concept of Total Quality management (TQM) of products / services in Macedonian companies.

Vision of the research is a possibility for implementing the said two concepts through strategies of management of the new paradigm in the practice of Macedonian companies. The purpose and objectives of the survey are as follows:

Actualization and affirmation of modern concepts and models for rational management of knowledge

in the higher improving the quality of products / services in Macedonian companies.

To strengthening theoretical concepts of KM and TQM to approach the competent officers as a serious challenge for a real technological change of mutual benefit for employees and companies.

Possible combination of the concept of management knowledge and the concept of total quality control as an integrated approach to a kind of new paradigm through which they are achieved optimal effects in the overall operation companies (as a kind of theoretical guide for possible applicable model companies in the Republic of Macedonia)

Based on these objectives, the tasks that would be used in the research are following:

Assess the attitudes of employees surveyed various Macedonian companies from the public and private sectors;

Assess the attitudes of managers in Macedonian companies surveyed (managers, executives, managers, bosses);

Assess the feasibility of a possible integrated approach to the practical implementation of the concepts mentioned in the work of Macedonian companies surveyed;

4.2. THE RESEARCH HYPOTHESIS

4.2.1. THE GENERAL HYPOTHESIS

General (main) hypothesis states:

An integrated approach to the concept of KM and TQM is not present in the applied management of Macedonian companies.

To accept or reject such a general hypothesis based on research that should be conducted in the field, asking the following sub-hypotheses as real understanding and appreciation of current practice in the surveyed target group of Macedonian companies.

Sub-case 1:

"KM is a concept by managing knowledge visibly contributes to the overall development of the company but is underused in Macedonian companies"

Sub-case 2:

"TQM as a management with total quality of products / services is a top world achievement in improving the quality and productivity of work, but in practice the Macedonian companies its implementation is insufficient"

Sub-case 3:

The new management paradigm can contribute to a greater extent to improve the quality of work in Macedonian companies

4.3. DESIGN RESEARCH

The target group of the research will include employed workers, professionals and associates, managers, executives in public, state and private companies.

The sample of research will include the previously mentioned target groups in the Macedonian companies from the public and private sector:

1. Kromberg-Schubert Bitola (KSMK)
2. Mining and energy plant (REK - Bitola)
3. Clinical Hospital in Bitola
4. Public municipal enterprise "Vodovod" - Bitola
5. Public municipal enterprise "Civil Engineering"
6. State Statistical Office (SSO) - regional offices in Bitola, Ohrid, Veles.

4.3.1. METHODS OF RESEARCH

Synthetic analytical method;

Descriptive method;

Comparative method;

Statistical method;

Methodologically techniques that would be used in the research are the following

Questionnaire closed

Checklist to assess the attitudes of respondents from the target group

Ladders assessment (Likert-type) to assess the positions of the surveyed target group

SWOT analysis (strengths, weaknesses, opportunities, threats)

5. CONCLUSION

Modern organization must effectively manage the quality of their products, and in practice the management should apply all necessary knowledge. The interdisciplinary concept of KM (knowledge management) is the one that covers most of the activities of the organization.

The main field of action of KM use and development of knowledge of the organization would satisfy its internal and external purposes. Knowledge management, total quality control and leadership provide deal of flexibility in the development of the turbulent environment where you need to take into account unforeseen situations that we may face in the future. Shared leadership, where the followers are given the opportunity to develop their own ideas and initiatives in the strategy represents a paradigm upon which to build competitive advantage.

KM and TQM are complementary. Their combination forms a cycle of improvements and development that leads to organizational progress.

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