

Igielski, Michal

Working Paper

Management system of knowledge workers in the contemporary enterprise

Institute of Economic Research Working Papers, No. 55/2015

Provided in Cooperation with:

Institute of Economic Research (IER), Toruń (Poland)

Suggested Citation: Igielski, Michal (2015) : Management system of knowledge workers in the contemporary enterprise, Institute of Economic Research Working Papers, No. 55/2015, Institute of Economic Research (IER), Toruń

This Version is available at:

<https://hdl.handle.net/10419/219671>

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.



<https://creativecommons.org/licenses/by/3.0/>



Institute of Economic Research Working Papers

No. 55/2015

**Management system of knowledge workers in the
contemporary enterprise**

Michał Igielski

The paper submitted to

**VIIIth INTERNATIONAL CONFERENCE ON APPLIED
ECONOMICS
CONTEMPORARY ISSUES IN ECONOMY
under the title
MARKET OR GOVERNMENT?**

Institute of Economic Research and Polish Economic Society Branch
in Toruń

18-19 June 18-19, 2015, Toruń, Poland

Toruń, Poland 2015

© Copyright: Creative Commons Attribution 3.0 License

Michał Igielski
m.igielski@wpit.am.gdynia.pl
Gdynia Maritime University, 81 - 87 Morska St. 81-255 Gdynia, Poland

Management system of knowledge workers in the contemporary enterprise

JEL Classification: *A11, D83, M12, O15,*

Keywords: *knowledge worker, competitiveness, enterprise, management system*

Abstract: Changes in the 21st century are happening more quickly, unexpectedly, not always in the way desired for the smooth functioning enterprises are turning up. It is domain of the globalization, where new events - chances or threats, cause challenges of the market, before which at present permanently all enterprises are being put. More and more he depends on immaterial resources of the enterprise which they constitute about his strategic potential. Companies form and are developing abilities, is exchanging them for competence which are becoming a base of their competitiveness. In this process he is becoming crucial conditioning, not that much what optimum, but competent managing the intellectual capital, of which meaning in the last period still is growing, and joint employing all organizational units is deciding on the market success. Some work demands a lot of the knowledge, of experience and the independent and custom thinking than other. It is essential for all employers in order to notice these differences creating the principle of the management new kategorii of specialists, having a useful knowledge for functioning of the enterprise - with knowledge workers. Therefore an attempt to show the management system is a purpose of this article with knowledge workers in contemporary enterprises, based on conducted examinations, at turn 2013 and of 2014, in 100 large firms, acting in the area of the Baltic Sea Region.

Introduction

Diametric changes about technological, economic, social and political character in final years changed direction of the development of the global economy entirely. We became involved in times, in which abilities of recruiting and the knowledge exploitation are becoming a base of building the competitive position and the economic success. Current enterprises in order to try to cope with the acting globalization must become on the ball to results. In order to reach it they should closely cooperate with outside and internal customers on partner principles, to be reliable in surroundings (to

have an opinion honest), to integrate one's staff which should be enterprising, actually selected and managed inwardly.

Therefore in the 21st century for enterprises of the contemporary economic market, isn't already practically able to build his competitive edge in the support about with not a road, well behind it is going, not entirely the competent workforce. They must also understand, that the qualified staff employee, having a significant influence on market forces of the enterprise isn't a cost, or even a store, with only capital without which in surroundings, of which constant changes are an only certainty, none will already advise himself the organization.

Knowledge workers at present are responsible for creating the innovation what is supposed to translate into the growth of the development of their enterprise. They aren't only initiating and of exclusively coming into existence of new releases or also services but are creating corporate strategies, appointing directions of his development.

How T. H. Davenport noticed for the modern economy knowledge workers are specific harness oxen of economic progress. He also claims, that if companies are supposed to become more profitable, if strategies are supposed to be a success, if the society is supposed to develop - it will happen this way only, when knowledge workers will perform their work in the more productive and effective way (Davenport, 2005, p. 3-4).

Digressing at length whether given employee, belongs to knowledge workers in the enterprise or also no, we must above all describe the role and the influence on functioning of the entire company him. Could be constantly develop the enterprise it must know in order to build the management system with them which will take care before everything for their development and for exploiting crucial competence. It is the element of ordering the future, but also the change in the modus operandi and most importantly in the thinking of the society as a whole.

Methodology of the research

Role of the human capital in the conduct of operations increasing the competitiveness of the enterprise on the market she is indisputable and constitutes the crucial element of his innovative capacity. Due managing the very capital is giving to the possibility of raising the own effectiveness as well as is enhancing also innovative possibilities. This phenomenon causes, that both the knowledge management and the personnel management have a basic overlap a man is which.

An author of the article just concentrated on it, conducting an examination, on turning point 2013 and of 2014, in 100 large firms, acting within the Baltic Sea Region - the examination was conducted as part of own examinations carried out by the author of the article. For the purposes

of this study which constitutes only a small proportion of wholes of examinations, being supposed to be drawn up and discussed in the separate publication, two groups of respondents were provided with analysis: of managers of middle and senior management (decision-making persons) and of crucial employees for the company (were these are persons indicated by departments of the human resources management based on analysis and consultation). Essentially 328 employees took part in the first research stage - 250 persons on positions managerial and 78 marked out as crucial, which two separate questionnaires of questionnaire forms which following types of questions contained were prepared for:

- closed off alternative and closed off filtering,
- closed off which are exploiting the nominal and order scale,
- determining the rank of the importance of considered subjects,
- half open in the form of conjunction,
- so-called test which let the reply of respondents check the frankness,
- test "Self-portrait of Stein" - being used for the identification of needs of respondents and testing the level of expectations,
- of the question to the identification of dehumanizing factors - managements used for determining issues associated with communicating or also a role in the whole process.

A fact that in no examined enterprise comprehending the knowledge worker functioned is meriting attention what much hampered the research process, because an identification of these persons needed to make the attempt what in Polish conditions turned out to be most difficult. But, after establishing criteria and conditioning affecting to the membership of the given employee in the group of knowledge workers, it is possible to establish that in 38 studied subjects (what constituted the 38% of the examined group), managed to identify such persons in number 41, that is less than 13% of all examined persons.

Enterprise on the global market.

Operating enterprises in our times are coming across on their road of the development more and more difficult and more complicated turbulences of surroundings. He belongs to them above all: increase in the aggressiveness manifesting itself with increase in the novelty and the speed of the changes along with the complexity and intensity of surroundings, competitive new demands connected with the dynamic processes of globalization whether unprecedented to such a scale technological progress. Therefore in order to be a success, as not a time he manifests itself with only staying of the current position at the market, already only not has effectively to exploit

every enterprise had material or financial stores, but also the potential of one's employees which systematically is forced to effect the analysis of environment which his company operates in. Times of building the market majority based on the cheap labour force were gone into the oblivion. All these elements cause, that companies during entire of one's development process are subject to a constant evolution, incessantly adapting their cells and methods of action to changing market conditions.

The process of globalization of enterprises is only a consequence of changes in practice, which occurring at present in the world economy. It doesn't result from changes above already exchanged, associated with the technological progress, but happening changes in the everyday life of ordinary people - a quality of the social and political life is changing what is also changing the situation on the international arena.

The globalization of enterprises causes internationalizing them what means involving enterprises in the production and commercial international activity and the possibility of the service package full of the benefit (Adamkiewicz, 2010, p. 389):

- high flexibility of enterprises, relying on the ability of accommodating itself to the process of globalization - implementing the strategy of the globalization in enterprises is much simpler than fulfilling for her by the government, trade unions or scientific units,
- attaching importance to the need for the growth in manufacturing by the society what contributed to the dominance of fulfilling enterprises of expecting customers,
- uselessness of world analyses of statistics of commercial flows between states on account of the fact that the part from them is held among enterprises,
- treating the global economy as the system of the slow exchange and flows doesn't correspond to real processes,
- loss of the control by governments over the majority of factors and processes determining the economic development of the country in contrast with transnational enterprises which are in the state to control both the course and the scale of processes.

Crucial categories of the future in the management these are a diversity and a flexibility, an adaptive-ness, an ability to respond to the environment and directing the customer at meeting expectations, in order to products and services of enterprises satisfied his needs. Quickly changing technological, social conditioning and economic surroundings company are creating new challenges for creating management systems. The still growing technological complexity and the need of the diffusion of information and

the knowledge require implementing new solutions in the technology enabling her to use (Grudzewski & Hejduk, 2011, p. 95).

Contemporary enterprises operate in economy conditions based on the knowledge and must seek tools which on this base would let them to the improvement or keeping their competitive positions. They must happen absolutely elastic and to base one's action on the quality of immaterial stores which more and more are conditioning the value of business data.

In conditions of the knowledge society a growth in importance of immaterial stores is taking place, in it of the intellectual capital, particularly the human capital. A role of knowledge workers to which they are paying for the thinking also exceptionally grows. Getting the appropriate quality of immaterial assets, in it of the human capital and them have an effective application great significance for companies since enable (Olak, 2011, p. 172):

- keeping appropriate relations with customers and the effective and efficient service of new groups of customers and markets,
- implementing innovative products and services, expected by target groups of customers,
- fast and profitable producing products and providing individualized services about the best quality.

Enterprises so that survive and stay at the market, must can predict and accurately assess their situation, i.e. the ability of effective action and the ability of the development in constantly changing surroundings, as well as still make determining decisions: way, form, pace of the accomplishment, scope, depth complexity of structural changes. They are it because current efficient and effective indicators of not only surviving the enterprise and restoring the balance for him in changeable surroundings, but also formulating by him dynamic aims providing for him functioning, getting the competitive edge and the subsequent development (Grzebyk & Kryński, 2011, p. 115).

Trying above dissertations to sum up it is possible to state that on one hand competing of enterprises, on the other competing of surroundings in which they are functioning are a main indicator of the current situation on the market. So in order can become known on such a peculiar market, companies must be characterized by an internal adaptability to changing permanently conditions, not omitting the flexibility which constitutes the temporal indicator in this process of conducted adaptations. That new concept is also putting building the competitive edge pressure on using immaterial resources in all action and omnipresent and all at the same time of essential knowledge.

Identification of knowledge workers in enterprises

Causing analysis and observation of functioning of contemporary enterprises under the angle of what is happening around them it is possible to distinguish a few fundamental tendencies. For the first appearing changes they are more and more non routine and unusual earlier in the past. Secondly the permanent increase in intensity of surroundings proves that keeping interaction among the enterprise and his partners is consuming energy more and more. And thirdly causing very increase in the speeds of the changes which they are stealing in surroundings growing his complexity.

Therefore, in the appearing latest models of enterprises these are people which have a rich knowledge, which appropriate used enables into an optimal manner to use remaining resources of the company, are becoming main assets for her.

Contemporary enterprises are as a rule smaller, the employment in them is less stable, the time of the employment can confine itself to the accomplishment one, of specific project. Therefore they require the knowledge of performed principles from the employee of tasks without the need for detailed briefing before carrying each of them out. Enterprises of the 21st century are aspiring to the cost cutting reducing the number of employees employed on the job at simultaneous ensuring the store of essential qualifications for the continuity of his functioning (Antczak, 2004, p. 99).

However P. F. Drucker is of the opinion that in the future more and more a division of professionally active persons into two groups will be visible: of specialists equipped with the knowledge and employees providing services. In the modern knowledge society old hands, that is educated practitioners which are able to use the knowledge will be leading groups for the purposes of the production (Drucker, 1999, p. 82).

Similarly B. Mikula which the division of the structure of human resources into three fundamental groups is putting forward is capturing the matter: of knowledge workers (combining above average technical competence from intellectual), staff (differing in it from the first group, that his participation in creating and making available to the knowledge is limited) and of participating partners in the process of the value creation (Mikula, 2010, p. 26).

T. H. Davenport is defining the knowledge worker as the employee having the highest level of the expert knowledge, creating includes educations or experience, but the main purpose of his work, distribution or applying the knowledge (Davenport, 2005, p. 10). Next P. F. Drucker determining products of the work of the knowledge worker thinks that

physical objects, but a knowledge and ideas aren't a result of their work (Drucker, 1986, p. 122). However G. Davis and A. Parker writing about the work based on the knowledge, they are giving, that it is a human intellectual made work in the purpose of generating of useful information. During this work knowledge workers are finding data, are using the knowledge, are involving mental models, applying the concentration and the attention (Davis & Parker, 1997, p. 26).

Of definition of this group of employees one could quote still more. However he remains the main dilemma still in what way to identify employees which aren't knowledge workers. This issue is giving rise to controversy a lot, because since the productivity of knowledge workers is supposed to decide about the competitive edge of enterprises in the contemporary economy, correct identifying peculiar trademarks is necessary both of object of their work (of the work based on the knowledge), as well as of certain set of features and the predisposition of personal knowledge workers as the group. On this base it is possible only to draw up and to implement action - to create the right operating environment - which will let get the potential out of this group of employees, and make their knowledge like most productive. From here it is also necessary of having a knowledge about determinants membership of employees in the group of knowledge workers.

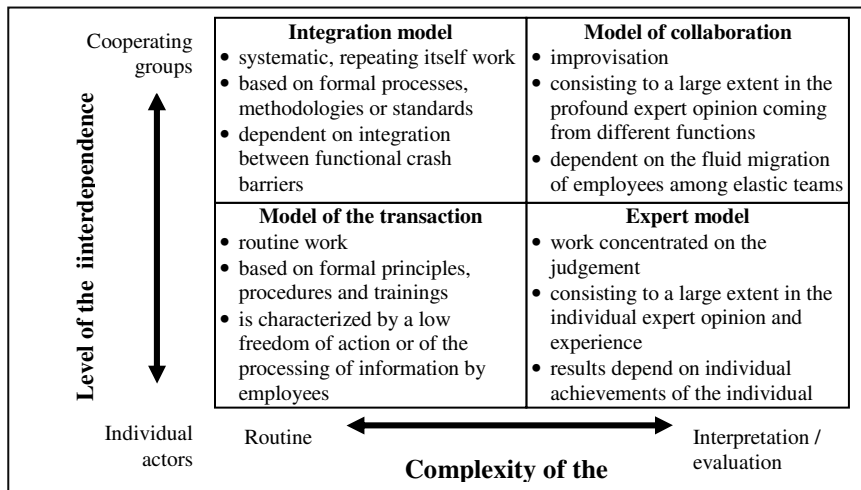
To sum up, causing the synthesis of definitions proposed by researchers and based on own empirical examinations, the author of the article made the attempt to determine following conditioning and criteria of the membership of given persons in the group of employees of knowledge:

- they are a main purpose of the work of knowledge workers (the work based on the knowledge) creating, distributing or applying the knowledge (considering manual operations which require the advanced and theoretical knowledge highly),
- the thinking is filling the most of the time for knowledge workers which are devoting for the work,
- mainly ideas and a knowledge are a result of the work of knowledge workers which most often constitute the contribution to the work other,
- by knowledge workers they constitute the base of the performance of work knowledge, expert opinion, experience, education,
- problems which they are untying and chances which knowledge workers are exploiting at their work are most often new, unusual, non routine,

- knowledge workers are seeking, are processing and are making up information or data which they are able to take the meaning out and to withdraw on their base necessary actions,
- the work of knowledge workers demands the innovation, the creativity, the knowledge of solving problems, the system thinking, the greater concentration and focusing its attention.

In this place it is worthwhile appealing T. H. Davenport which becoming part of a current of dissertations about the work based on the knowledge and the productivity of knowledge workers, created the ranking of employees on account of the amount, the quality, the application and the knowledge creation, which is accompanying operations performed by individual groups of employees. Ranking presented by him (Picture 1) very well he is giving back what he called for to P. F. Drucker and is bringing us closer to the agreement on the question of diversifying employees on account of the participation of the knowledge in their work.

Picture 1. Classification of processes containing the knowledge



Source: Davenport (2005, p. 27)

Explicitly it results from the picture that certain types of the work require a lot of the knowledge, of experience, expert opinion, autonomy, independent, custom thinking than other. From the other side at present the majority requires tasks even if of minimum level of the thinking and the knowledge, but not all these alone kind and to the same scale. He/she is admitting employers so that notice these differences and take appropriate actions. From one side it is important in order to raise the productivity of

these groups of employees which are most numerous in the organization (such action most often in practice brings itself about for traditional managing employees of the industrial era - of the cyclical evaluation and planning the development of employees and managing the structure). On the other hand, if companies want to compete on the global market, companies must attract and appropriately motivate employees which, thanks to using their knowledge, are exaggerating about the permanent market success - and what's more there are exactly knowledge workers.

Management system with knowledge workers in enterprises

The knowledge stored by people has a special value for the organization due to the scope and limitless possibilities of for her configuring. It is possible to describe her as follows (Kasprowicz, 2001, p. 127):

- The scope of one's knowledge of every employee is different, irrespective of the diagnosed potential of the work of each of them. The sum is giving broader bases of making right organizational decisions in the end to their individual knowledge.
- Towards the one which he already has. She can come from outside the organization (e.g. studies), can also be a swimming knowledge in acquired organizational experience (contacts with other employees, trainings). Combining both types of the knowledge is inspiring new perspectives and constitutes sources of information, impossible to generate with applying only one of them.
- The knowledge of every employee is in the constant process of changes. It results from everyday experiencing new situations and doesn't constitute only a new quality in legacy systems of the knowledge, but is a base of future actions.
- Every employee with his knowledge is sources of innovations in the company. The internal knowledge of the organization subjected to innovative processes is becoming a source of the competitive edge for the organization, because is unique, inappropriate to other conditions and difficult to copy.
- Enriching the knowledge of the employee is a base more distant in accordance with his development principles: for them more you know, all the more you can learn.
- The hidden knowledge of employees constitutes the competitive advantage of the organization. Selection of people about attractive features of the intellect and stores of knowledge concealed and so is becoming a challenge for the organization. Developing procedures selection, allowing to get to know exploiting diagnostic

techniques is becoming necessary the structure of the knowledge and the guild of individuals, as well as adapting to it techniques of the individual development.

It is possible also to tell the managerial staff of regarding the knowledge as the store and inspiring for her in the enterprise facilitation is one of the most general aims of applying the knowledge management for seeking practical applications of this store (Probst at all, 2002, p. 40).

Therefore management system with knowledge workers which has a lot of knowledge management common to the system, according to the author's of this study it is possible to treat them as the complex of centres, methods, principles, data, people, as well as networks to accept interrelations which let and to realize strategies of enterprise data.

One should also assume that it is complex systems from many subsystems, which subsystems are dominating in / responsible action too:

- bravely oneself of knowledge workers with information / with other employees enterprises know,
- transfer of knowledge from knowledge workers to remaining employees of the enterprise,
- understanding the knowledge handed over from knowledge workers,
- picking up and using the knowledge handed over.

One should in addition remember that the potential which the given knowledge worker has is from one side unique, as well as highly professional. Many ingredients make it up, among others: education, experience, abilities, acquaintance of the industry, business contacts, professional reputation and other. Such an employee is for the enterprise priceless, and can offer his competence almost in every nook of the globe, overlooking to distances, time zones and cultural differences (Kłak, 2010, p. 318).

With reference to the above, bearing in mind in the today knowledge workers are possessing the key knowledge, competence and skills, individual management system built in every enterprise with them (individual because the knowledge of individual employees is unique what is also marking, that unique behaviours and expectations of her owners can be) should be created based on universal assumptions:

- partner interactions - without hierarchical structures,
- creating mechanisms of the transfer of knowledge, at permanent of encouraging sharing the knowledge (with opinion of the author, of employees which aren't sharing knowledge because they cannot, don't want whether don't have conditions, names cannot receive the knowledge worker),

- aspiring in the direction of the trainee organization, initiating conditions supporting the organizational learning,
- stimulating initiatives amongst employees having at their disposal knows,
- for using tools for system building the human potential - main strategic objectives are due managing the human capital.

Still how M. Kłak claims, building the management system with knowledge workers, settling many appearing dilemmas with which during the routine work enterprises building their competitive edge based on competence of knowledge workers are contending is necessary (Kłak, 2010, p. 319-320):

1. How to trust specialists, for which the work in the company is a next stage very often in the career and acquiring new abilities, communicating tip-offs, often priceless for market competitors?
2. How to recruit, to hold well to offer specialists which know more than anyone else in their activity and easily can find even better situations vacant?
3. How to encourage handing over and sharing the knowledge, not causing growing feeling loss of the uniqueness and meaning as the sole owner of determined stores of knowledge?
4. What elements to build the space of the intellectual mobilization and the enterprising activity from?
5. How to enforce and to assess effects of performed tasks, since for managers is a narrow know-how lacking both the acquaintance of all accepted consequences and accepted solutions?
6. Which way to guarantee, so that the specialist exploits all had personal competence at his work, came to the deepest decks of his experience and reflections, demonstrated the full intellectual and creative commitment, creating the new knowledge and carrying her out in the form of , functional, organizational technological innovations etc.?
7. What values to appeal in exceptions, forcing unbound specialists to the additional effort and sacrifices emotionally with the organization to?
8. How to evoke enthusiasm and enthusiasm amongst self-confident specialists, for which the professionalism means the self-control and the emotional distance towards partners and for the employer?

Suming up in the process of setting the individual management system by knowledge workers, enterprises, according to the author's of this study, should also be based on following universal principles:

1. Involving the entire staff, in the broad way, in business affairs - what to lead should for the participation in the management.
2. Creating and keeping the organizational culture set to strengthening is holding prisoner between employees.
3. Introducing the opened and flexible organizational structure.
4. Implementing new principles of the remuneration (of course as far as possible) which will let the job evaluation, of her results or also employing.
5. The approach towards every employee must be individual, including in the context of motivating and improving.
6. Leaving the big margin for employees for own action what the great scope of the had autonomy will cause at the work.
7. Change of the management style - from the manager to coach/ of the coordinator/ of the moralizer.
8. Consent to create unofficial teams, working on some complicated task, solving a many-sided problem.

Conclusion

Taking into consideration all above dissertations concerning managing knowledge workers in the enterprise, it is possible to notice also concrete objectives which a created management system is supposed to reach with this group of people. They are it:

- change of culture organizational on "teaching culture oneself",
- cost cutting of functioning of the enterprise - improving his productivity, qualities of service/products, or customer services,
- introducing the innovation in the enterprise (and managing them),
- development of new activities,
- the development of had employee staffs, including the improvement in their motivation and satisfaction from the work,
- improving the communication,
- making more flexible organizational structures of the enterprise,
- improving outside cooperation,
- proper management of knowledge, that is: the access, documenting, the transparency, distribution and even the sale of the knowledge.

Analyzing above targets of which undoubtedly in consecutive research stages the author will make a success to clarify articles, a conclusion that they are practically identical with objectives of the strategic management is knowledge in the enterprise, what next conducting this action together allows to state for needs, clocking is eating the one-off.

Heading too B. Mikula, for fundamental assignments on the scope of the strategic management know it is possible to rank (Mikula, 2011, p. 29-30):

- consolidating the sense of direction to the knowledge in the mission and the vision of the organization,
- strategic analysis of the environment of the domestic enterprise, including monitoring, analyzing, assessing and reporting his stores of knowledge personalized, codified and consolidated and networks of the inside organizational relation between his component parts, level of the self-organization, organizational climate,
- strategic analysis of the external environment (closer and more distant), based on still obtained information, with particular reference to of knowledge of surroundings (of partner companies, competitors and organizations not being competitors, in it of research-developmental institutes, consulting companies, universities) and networks of the relation in surroundings, assessing get information and reporting,
- creating the vision of the knowledge,
- formulating the knowledge strategy,
- establishing gaps of the knowledge and the relation,
- establishing barriers of filling gaps of the knowledge and the relation,
- choice basic and of assisting strategies of the knowledge management for gaps necessary for filling of the knowledge and manners of the forming of desired relations,
- selection of methods and tools and people for the implementation of strategies of the knowledge management, determining essential financial means and organizational conditions,
- determining the dominant approach to determine the construction and operation of a knowledge management system (social or technological),
- backing up the strategy of the knowledge management with the forming of the relation with surroundings, with restyling of tasks of knowledge management, structure of the organization, roles, processes and the information infrastructure and communications, model building of the climate and the organizational culture orientated to the knowledge,
- the assessment of the level of achieving established purposes and the correctness of taken action towards stores of knowledge, the economic assessment of the knowledge, the intellectual capital and conducted action from the scope of the knowledge management.

To sum up a question, how in practice to transfer competence of identified knowledge workers which thanks to the created unique system constitute the basic immaterial source of the enterprise, into his competitive position on the market still remains. Seeking the answer to that question, will be keeping the author of the article company in the further research process which is supposed to describe activities of the company, to which exactly knowledge workers are enjoying considerable influence these areas.

References

- Adamkiewicz - Drwiłło H.G. (2010). *Competitiveness of businesses in the light of conditioning of the contemporary economy*. Toruń: Dom Organizatora Press.
- Antczak Z. (2004). *Intellectual capital of the enterprise. Chosen issues of the practice and the theory of managing the personal function in the light of research*. Warszawa: Antykwa Press.
- Cielemęcki M. (2011). The knowledge worker as the key resource of the contemporary enterprise. In. L. Kania (Ed), *Administration and the Management*. Siedlce: Siedlce University of Natural Science and Humanities Press.
- Davenport T.H. (2005). *Thinking for a living. How to get better performance and results from knowledge workers*. Boston: Harvard Business School Press.
- Davis G. B., Parker C. A. (1997). *The doctoral dissertation. Systematic approach*. New York: Barron's Educational Series.
- Drucker P. F. (1999). *Postcapitalist society*. Warszawa: PWN Press.
- Grudzewski W.M., Hejduk I.K. (2011). Changes of paradigms of the management. *Journal of Master of Business Administration* 116 (1).
- Grzebyk M., Kryński Z. (2011). The competition and the competitiveness of businesses. Theoretical presentation. In. M.G. Woźniak (Ed), *Social inequalities but the growth in the economy*. Rzeszów: University of Rzeszów Press.
- Karpowicz E. (2001). *Upowszechnianie wiedzy jako innowacja społeczna, w: Zarządzanie wiedzą w przedsiębiorstwie*. Warszawa: Polska Fundacja Promocji Kadr Press.
- Kłak M. (2010). *Knowledge management in the contemporary enterprise*. Kielce: School of Economics, Law and Medical Sciences (WSEPiNM) in Kielce Press.
- Mikuła B. (2011). Being of the knowledge management in the organization. In A. Potocki (Ed.), *Communication in processes of the knowledge management*. Kraków: Foundation of Economic University in Kraków Press.
- Mikuła B. (2010). New reality of human resources of the organization. In J.S. Kardas, M. Jasińska (Ed.), *The societal dimension of the balanced organization development*. Warszawa: Emka Press.
- Olak A. (2011). Human resources and the knowledge as determinants in managing the modern organization. In M.G. Woźniak (Ed), *Social inequalities but the growth in the economy*. Rzeszów: University of Rzeszów Press.

Probst J.B., Raub S., Romhardt K. (1999). *Managing Knowledge: Building Blocks for Success*, West Sussex England: Willey Press.