

KNOWLEDGE MANAGEMENT AND ORGANISATIONAL STRUCTURE DESIGN PROCESS

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Abstract:

The new society, the society of knowledge, is based on an economy of connections, relationships, networks and on the collective intelligence that represents the foundation of durable development and in which knowledge management represents the main instrument available for change. Knowledge management is prepared to offer an organization the manifestation of collective intelligence. Through its informal manifestations, knowledge management influences the process of structural organization. The structure must, in return, favor the emergence and development of knowledge management, in order to encourage the emergence of organizational intelligence. This paper intends to study, first, the effects of knowledge management implementation in the process of organizational structure, to bring forth the problems which nowadays management encounters in dimensioning the number of personnel and ways of overcoming these difficulties. Our intercession analyzes and accentuates the influences which different types of structures show over the implementing and sustaining projects of knowledge management in organizations. The description of the two groups of mutual influences and their consequences contribute to a better approach of knowledge management projects as shown above and the correct dimensioning of personnel in the organization.

Keywords: *knowledge management, organizational structure, structural forces, adocracy*

JEL codes: *M12, M13, M21*