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Knowledge Management and Changes Management In University Libraries

The knowledge economy is a new concept that has appeared world wide in recent years. As a sub-discipline of the knowledge economy, knowledge management is a completely new concept and method of management. In this environment libraries becomes more significant. The conventional functions of a library are to collect, process, disseminate and store information and documents in order to provide services for the society. In the knowledge economy era, the library will become a treasure-house of human knowledge. Knowledge management is an important business concept, incorporated in the business and organizational culture as serious participant in the world market. Since the modern consumer or customer service expect high quality products and services, it is necessary that the entities - the same bidders have timely information, knowledge and techniques required for the better serving their customers. Knowledge management systems are systems based on the information technology, which enables participants in the market knowledge and continuous learning. Among the participants in the market are academic institutions, universities, as providers of educational and pedagogical services.

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1. Introduction

In the era of knowledge-based economy, management will need to more effectively identify, develop, use, store and disseminate knowledge. Since the knowledge become the basic resource of development, the society is more interested for information and knowledge, which leads to the fact that people become more and more hungry for information and new knowledge. Such

conditions have led to a very good environment for the development of libraries. Moreover, because the information and knowledge become an unavoidable factor productivity, society will seek more intensive management of information and knowledge.

How to effectively manage knowledge will be one of the most important problems that will meet the library in the future. Knowledge management in libraries should be focusing on research and development of knowledge creation, knowledge base, exchange and distribution of knowledge within the institutions and services to users, and also perhaps one of the most important tasks of the future library will be the training of employees on the basis of current knowledge.

2. Features of knowledge management concept

Knowledge management (hereafter KM) is a computer-based concept and system, used for identifying, accepting, storing, grading and distribution of useful information within the enterprise.

Factor which conditioned that the establishment and development of KM systems increases its size and complexity of business, which is significantly harder to incoming information required for business, as well as the distribution of information to those that they are necessary.

One of the main tasks of managers in modern companies in the world market is the introduction of the KM and motivating employees to take part in this process. To make this concept could be applied in a system, it is necessary to apply the previous organizational changes. They include the organization of the business and redefining the organizational culture, which will be based on the development of knowledge and the common use (sharing) of the employees in the system. The process of knowledge management means establishing a flow of knowledge. The beginning of the course is the place where the knowledge is being acquired and systematized, while on the other end of the flow of broadcast and shared among employees in the company. In this process, you should make a distinction between knowledge and information. Information is processed data, when put into the context and with understanding and accept the arguments, grows in knowledge. While the information is being stored in databases, knowledge is in the heads of people, often hidden and saved by other people. Knowledge is power, so managers should encourage employees to share the mutual knowledge and experience, and achieve better communication and trust, between eachother, and with customers.

Typical implementation of KM concept relies on the opportunities offered by the Internet. Creating a KM system includes 4 steps, in which managers of a business system need to respond to certain questions:

1. Identification of useful knowledge for the company or some other system - need to identify: Where is the knowledge? Who owns it? How knowledge can be used?
2. Collection of knowledge in the form of a report or similar document - large companies, among which are Seven-Eleven and Ford, several times a day collect reports which contains done business plans or future business plans.
3. Evaluation of knowledge - After the knowledge is identified and collected, it is necessary to make it available to all who are interested in and which it can use. How and where knowledge is best applied? Whether and how knowledge can have a positive influence on the business system? Whether the knowledge can be modified, so it can be available to a wider social groups?
4. Joint usage of knowledge in the company, the placement of statements on the Internet or other electronic media, such as, for example, using Sharenet , like employees in the company Siemens.

3. Objectives from managing knowledge in the library

The role of knowledge management in libraries will become more and more important in relation to development of economy based on knowledge.

This is a new methodology of management, which can not be compared with any characteristic of conventional management. General settings of knowledge management in libraries are:

3.1. Management of human resources is the basis of knowledge management in libraries

The most important resource of the economy based on knowledge is the ability of an individual to adopt new knowledge. The focus of the game in the era of market economy based on knowledge of the market game in the abilities of individuals. Libraries in these conditions will have the task to, among other things, provide their employees professional training and lifelong learning to increase their level of knowledge, so they can be able to improve the ability of staff to collect knowledge.

3.2. The aim of knowledge management in the library of the knowledge innovation

Innovation is the basis of the knowledge economy. Libraries are a substantial element in the scientific research system and represent the most important link in the chain of knowledge innovation, and given that they are the basis for the collection, storage and distribution of knowledge and information. Libraries need to pay special attention to the diffusers and the exchange of knowledge. They have

the function of bridges in the transformation of knowledge in the real productive force. Knowledge management in libraries should be to promote relations between the other partner libraries, between library users and in the end to improve the exchange of knowledge by introducing new information technology to knowledge as easily coming to your users. The Library in the 21 century will, among other things, have as a basic task to create a virtual library, which would at any time be available to its users. In accordance with the development of libraries virtualne automatically impose obligations that they can work in the protection of intellectual property.

3.3. Information technology is a tool for knowledge management in libraries

Acquiring new knowledge is a basis for knowledge management in libraries. Application of information technology increases the scope of knowledge to be gain, increasing the speed of acceptance of new knowledge and reduce the cost of acquiring new knowledge. In modern age is simply impossible to perform such tasks only by using human resources, because the new knowledge is being created from day to day.

4. Elements of knowledge management in the libraries

4.1. Knowledge management innovation

Knowledge management innovation in libraries is related to the management of production, diffusion and transfer of knowledge between the organizations that are associated in unique system with the help of information networks, which created library. These management processes have three forms: theory of knowledge management innovation, technical innovation management knowledge and organizational knowledge management innovation.

Theoretical knowledge management innovation has a task to reach and increase the theoretical and practical research in the field of information technology that are applicable in libraries so that will adopt the latest trends in the field of knowledge management in libraries around the world. Technical innovation management knowledge for the tasks to manage the information network that connects institutions and oragnizations.

During the transformation of traditional libraries in the electronic and digital libraries, they must make a technical milestone, and to build technical requirements that would enable them effectively manage knowledge. Organizational innovation includes the steps of knowledge management that will create an effective organization and management system that is adaptable to the needs of electronic libraries can support and strengthen activities related to knowledge management.

4.2. Management of expanding knowledge

Management of expanding knowledge is equally important as innovation and knowledge management. Creators of knowledge don't have enough time or energy to seek customers for new knowledge. With due to the fact that the number of users multiplies knowledge, it is very difficult to reach to the knowledge that already exists in the heads of the creators of knowledge. This knowledge can not be used in various objective and subjective reasons. Therefore, libraries can play the role of mediators of knowledge. For this purpose as a tool can be used in the first place the Internet.

To control the spread of knowledge must be constantly efficient library to provide:

1. swift strengthening of their own resources in terms of knowledge;
2. continuous strengthening and raising the quality of staff employed in libraries through continuous learning;
3. giving complete freedom to expert system for the spread of knowledge
4. providing exhaustive exploitation of the media and thereby to ensure a sufficient degree of security for information that is exchanged in order to prevent criminal activities.

4.3. Use of knowledge management

In order to ensure effective implementation of knowledge management in the 21st century, libraries must meet the following conditions:

1. Establish virtual libraries or information centers for companies, governments, public institutions and institutions engaged in scientific research. In any case, it is difficult to expect that a company or a public or social institutions a certain amount of their resources and put in the service of collecting, organizing, and development of specific information. It is unjustified and unthinkable to spend a great deal of resources and above all a large sum of money for these jobs. Therefore, libraries have become virtual libraries or information centers for the bodies with given that they require a very large number of new information and knowledge. Such information network can satisfy their abundant need for information.
2. Making digitalized information service. This requires: the creation of user-oriented information service system that supports the following: the spread of knowledge, the quest for information and the creation of special stock information, the acceleration of creating digitalized libraries, study methods, the meaning of technology and distribution and seeking the help of the Internet.
3. Digitize library resources. Service knowledge in the future, libraries will begin creating a database that will include: electronic newspapers and books will be available through high-speed information networks.

4.4. Human Resource Management

Effective managing human resources is taken as a starting point for recruitment and specialized highquality experts that will revitalize the classical library and give them a new perspective in the modern world. In practice, we need extra attention to the diversity and versatility required of employees, and primarily to strengthen the management of employees.

5. Technology applicable in the libraries

Major information technology that are applicable in the library include primarily: internet, intranet, and other user-oriented database, which must support the creation, collection, organization, dissemination and exploitation of knowledge.

Also, the information technology must be adapted to the specific needs of libraries and their users and in addition must provide adequate protection of intellectual property.

6. Implementation of km concept in the university libraries

Application of the concept of knowledge management should be one of the main activities that contemporary managers in the world market should be conducted. The importance of the concept is the multiple and long-term, and the positive impact on the raising of efficiency, expressed in increasing the speed and decrease cost, and effectiveness of operations, through raising the quality of business and the level of services.

Universities are academic institutions with educational and pedagogical role in the society in which perform their business activity. They are the centers from which the knowledge and wide-spread socially applied, but in the knowledge collect, examine and systemizes.

Development and application of KM concept to universities, as educational and scientific-research institutions of higher education, would lead to significant improvements to the performance of teaching and the creation of future business, the business of communication within and outside the business system. Bearing in mind the role of faculty in the social environment in which the activity of your business, the importance of the implementation of the concept of KM and KM systems in the building of the Faculty may be viewed from two aspects:

- The first aspect: Building KM system should provide continuous information of employees and offers them help in the work. This, of course, implies the establishment of a permanent and Fire database on employees: their scientific work, success, achievements, participation in projects, techniques and methods used in the work of professional interests and business ideas, which could be useful for the

improvement of pedagogical and scientific - research. This would mean, of course, that teachers and staff continually provide colleagues, the use of electronic technology, information about the knowledge and skills that are gained.

- The second aspect: Having in mind the role and importance of these academic institutions in the wider social environment, building a KM system to ensure universities are sources of widely needed and upotrebljivog knowledge. In other words, the development of KM systems Faculty, provided their izrastanje in the aggregates and resources required and the wider social upotrebljivog expertise. Go like that the first step in the implementation of KM system includes identifying the knowledge and sources of knowledge, universities are sources that can be used by entities interested in the environment: companies, organizations, research institutions, students in the country and abroad. In this second aspect, the faculties are factors of KM system other business entities, which makes their specificity.

Create your own KM system contributes to building efektnijem image faculties and lakšoj identification of these institutions and their business in the market. This means, of course, and the creation of competitive advantage in the market of educational services. KM system should have the aim of building such a business system that supports the creation, transfer and application of knowledge in the organization to improve its overall position."

Should take into account that the success of the implementation of KM systems affect the mentioned KM processes: identifying, collecting, plasma (internal and external dissemination), the use of knowledge in everyday operations, as well as the factors, which in the literature as key factors for the success of KM systems (Critical Success factors (CSF). Among these factors include available (modern) technology, process control is implemented in the business system (the leadership), organizational culture and measuring success. These are factors which should be continuously taken and which would always should improve, if you want a high quality, effective KM system.

As in other business systems, and on the faculties of great importance is the use of modern technological solutions, the level of development of information systems to inter and intra-organizational, as well as familiarity with using the Internet and familiarity with the changes that technological achievements made in the performance of business.

6. Conclusion

Economic and information environment is now changing very quickly. Knowledge management is one of the very powerful tools for the implementation of reengineering in many segments of life. How to reorganize classical libraries into the virtual libraries, which are able to meet the needs of all new knowledge in the economy based on knowledge is one of the biggest challenges in the near future.

Quality of implementation of KM in terms of building effective KM system is one of the factors of success in the business entities in the world market. Every serious "candidate" to participate in the global business competition must accept these processes as quite normal and continuous. Universities in our region, as important social subjects and sources of expertise should be actively involved in these modern trends, and accept them as a prerequisite for its further development and scientific and educational progress. Sharing knowledge and supply of colleagues and associates useful information, provide mutual benefit to employees, contribute to the development of teamwork, the spirit of togetherness and the establishment of quality relationships among the teachers, and the students.

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