IMPLEMENTACIJA STANDARDA KAO INTEGRATIVNI FAKTOR POSLOVNOG SAVJETOVANJA I UPRAVLJANJA ZNANJEM
STANDARD IMPLEMENTATION AS INTEGRATION FACTOR OF BUSINESS CONSULTING AND KNOWLEDGE MANAGEMENT

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Sadržaj – Ovaj rad predstavlja teoretski model s ciljem proučavanja jakih strana procesa standardizacije koristeći model poslovnog savjetovanja i procesa upravljanja znanjem. Model predstavlja interakciju internih i eksternih participanata procesa implementacije standard uključujući njihove vanjske i individualne karakteristike, kulturno nasljedstvo te poslovnu etiku itd. Upravljanje znanjem uključuje potrebu za usavršavanjem i postignućima, inovativnošću, spremošću prihvaćanja rizika te proaktivnošću.

Abstract - This paper constructs a theory model in order to study point of strength for standardization processes using business consulting model and knowledge management process. Model presents interaction of internal and external participants during the process of standardization implementation including participant’s external and individual characteristics, cultural burden, business ethics etc. Knowledge management include need for education and achievement, risk propensity and locus of control, innovativeness, risk taking and proactivity.

1. INTRODUCTION

Knowledge management\(^1\) is now a widely known concept and is practiced in many organizations, and it's useful to look back in time on this "old" and the "new" term and see how the parts of the area are developed. Knowledge management\(^2\) and each other system has its value in the past and in the present, and that combination with new ideas "that are already known" gives to the people, who use it, the possibility of a new view of things.

While exploring new profitable opportunities\([1]\), which should replace existing services, knowledge management should be an answer to real social and economic trends: globalization, the everywhere present informatization and centralized view of the knowledge that an organization has.

Business Consulting\(^3\) is the process of helping Business Organizations for improving the overall performance of the company by identifying and analyzing any Specific Business Problems that the company is facing and to develop Plans and strategies to overcome the specific Business problem and to implement the strategies planned in these companies. Business Consulting Services covers a wide spectrum of areas including implementation of Best Practices, Benchmarking, Using Analytical and statistical Techniques for problem solution, Management of Change, New Technology Implementation, Development of Plans and Strategies etc.

Business Consulting Organizations suggests a more effective and efficient methods for performing specific Tasks in the Business by bringing a framework or a Methodology for identifying and analyzing the specific Business Problems.

2. ORGANISATIONAL ACTIVITY FRAME AS BUSINESS CONSULTING OPPORTUNITY

Activity frame for companies in modern environment is very complex. Demands and expectations for organization are very rigid and some of them are:

- Regulatory requirements
  - lows
  - directives
  - standards
- Market requirements
  - customers
  - suppliers
  - financial institution (banks)
- Stakeholders requirements
  - Local government
  - Syndicate
  - Other organizations
- Interested parties requirements
  - Competition
  - Clusters
  - Non profit organizations

This can be shown in Figure 1.

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\(^1\) http://www.systems-thinking.org/kmgmt/kmgmt.htm 24.04.2010 21:00
\(^2\) Francisco Forcadell – Knowledge and process management – John Willey&Sons ltd 2010
\(^3\) http://www.dart-creations.com/Bi/sb/
Organization position is defined by activity frame but it is also determined by its interactions with internal, direct and wider environment. Internal environment includes internal activities in the company considering quality requirements, health and safety requirements, environmental requirements and information security requirements.

3. STANDARDIZATION PROCESS

Standardization[2] is a process of using earlier defined rules during the process activities. Standardization of business organizations is an inevitable process for Croatian integration process to EU. Standardization of business processes can be presented in inner interactions within organization and with environment[13,14].

3.1 Inner interaction

Inner interaction within organization processes is a result of activities that were started by customer’s demands and needs. First relations customer-organization-customer is defined through the ISO 90014-quality demands[3].

Internal relations between processes and its participants are regulated by OHSAS 180015, by defining health and safety requirements[5]. The third is ISO 270016 that defines rules for information safety and preventive measures[6].

3.2 Interaction with environment

Interaction with environment is defined by parts of the process and its side effects that can cause exploitations of natural resources, generation of waste and pollutions of soil, water and air.

3.3 Interaction with interested parties (stakeholders)

Social responsibility [7], regulated by SA80008 standard, presents postulate for creating stable environment and organizations. Organization that fulfill its obligations towards customers, market and state of law, is only at the half way. Many obligations consider subtitle relations between organization and interested parties. These relations carry out on the edge of so called official relations. Social responsible organizations present the base for further economic growth.

3.4 Way out indications

As the last step in defining the business consulting model for enterprises in modern environment we indicate the obligations as it is shown on Figure 6.

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6 http://www.iso.org/iso/iso_catalogue/catalogue_te/catalogue_detail.htm?csnumber=42103
4. KNOWLEDGE MANAGEMENT WITHIN PROCESS OF BUSINESS CONSULTING DURING STANDARDIZATION IMPLEMENTATION

Steps of standardization implementation within an organization are:
1. Process analysis and process mapping
2. Business rules documenting
3. Documentation application

Figure 7 presents steps of implementation of standardization process [8] in organization through the Knowledge Management mainframe.

4.1 Organizational process analysis
This phase represents a DISCOVERY AND CAPTURE of organizational knowledge. Management system is based on customer’s satisfaction and outdoing its expectations. Customer’s demands are inputs for business processes of the company. The result of the processes can accomplish the basic demands of the system, or not. Business processes are structured to find the way to satisfy customer’s needs. Structuring of business processes considers process logic as the best model to accomplish customer’s satisfaction.

Organizational structure defines basic business processes, but it does not define its cohesion and bottlenecks, eventually. Organizational structure is demonstrated by flowchart that shows organization units and incorporated functions of the company.

4.2 Process markings
Definition of business process that includes organizational position and purpose of the process. It also represents its connection with other business processes in and out of the organization.

4.3 Process involving
Process participants are executants of operational activities that should accomplish certain result. Process inputs consider materials and information as a fundamental condition for running processes.

4.4 Acceptability criteria
Acceptability criteria determine level of acceptance for material and information input flows, within the process.

4.5 Process goals
Defining business objectives that process attains in organization business domain, and its importance in relation to the other processes.

4.6 Rules definitions and documenting of system
This phase represents a DISSEMINATION of captured knowledge within previous phase. Business rules definition [9,10] represent basic approach to the standardization process of every kind. Rules for business processes are set of methods, working procedures, customs and profession rules that determine running of business processes and enable reaching goals of the process. Business rules should first be specified at the conceptual level, using concepts and languages easily understood by the business domain experts who are best qualified to validate the rules. Although business rules come in many varieties they may be specified using graphical and/or textual languages.

The procedures in running core-business processes are well known and defined, but in tacit form. During standardization process tacit form should be settled to the explicit form. One of the possible ways is a graphical representation of process by using flowcharts. Recommended steps are:
- Designation Process
- Definition of routine activities
- Development of written procedures
- Reasoning written procedures
- Adoption
- Defining system management procedures
- Dissemination of defined procedures

References:

9 Zoran Ćosić, Marija Boban “Business consulting as a point of knowledge of digital economy” Mipro 2010
10 Guillermo Rodriguez Ortiz – Knowledge management and quality certification in a R&D environment – Tlaxcala, Mexico 2003
- Testing procedures
- Final adoption of procedures

The mission of the organization becomes the primary goal; so personal goals of the employees must be adjusted to the mission.

The circle of knowledge within an organization that has adopted the QMS can be displayed as shown at Figure 9:

![Knowledge Circle](image)

**Figure 9: Knowledge circle[15]**

5. CONCLUSION

The company organization works only when there is a maximum balance and synergy among all key segments: working environment, work roles and responsibilities, procedures and rules and the motivations of employees. The daily activities are focused on collecting data of the amount of work and the activities that are repeated or be missing and on their comparison with the policy and strategy of the company in order to draw the conclusions about the current organizational aspects and its possible shortcomings. The proposal presents precise definition of working places characterized by basic knowledge and professional competence, that are capable to solve complex problems of organizations nowadays.

Business consulting methods must be adapted to actual conditions and burden of a cultural heritage of organization environment, considering positive measures that can improve entire process. Standardization as the global process represents one way road for further development of Business systems. It presents management tools to:

- follow up with actual regulatory framework
- following, understanding and realization of market conditions
- ecological consciousness
- fair relations between interested parties
- market positioning as a reliable partner
- status of reliable employer generating of motivational market climate

REFERENCES

[7] SA8000, Social accountability, international standard
[8] Francisco Forcadell – Knowledge and process management – John Willey & Sons Ltd 2010
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