



ULBS

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Interdisciplinary Doctoral School

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Doctoral thesis

**CONTRIBUTIONS REGARDING INTELLECTUAL
CAPITAL QUALITY MANAGEMENT IN KNOWLEDGE
BASED ORGANIZATION - SUMMARY -**

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Far from exhausted the issue of intellectual capital, this paper is only an introductory material in management of intellectual capital at the level of knowledge-based organizations.

Currently, human society is characterized by three elements that are in the process of development: science, technology and information. The continued evolution of these items marked the era in a positive sense and leads it on a step of progress.

The 21st century belongs to those who are capitalizing on the knowledge in an environment strongly developed from the point of view of competition.

The focus of their strategy for organizations in resource development growing as well as the intangible assets constitute the development strategy on long term known as sustainable development or sustainable.

Definition of intangible resources and knowledge-based organization and the valorification of intellectual capital are topics treated in this doctoral thesis.

The thesis is developed starting from the premise that adapting to the new situation created by the knowledge-based economy is the only way to resist in a strong competitive environment, and the unique solution for managing an organization's success is accepting change and adoption of a management based on capitalization of intangible capital.

Motivation on which we embarked on this theses is geared at least in the following areas of interest: interest the theme of research at the international level, the dynamics and complexity of scientific treatise, fund research directions have generated multiple debates and have not yet led to a widely accepted consensus on all levels, and, in equal measure, the

economic implications attached to it, i.e. the importance granted increasingly more of the managers concerned about creating an advantage sustainable competitive.

The main objective of this research is to identify the components that underlie knowledge management and the extent to which management practice focuses on them in order to obtain a high economic efficiency.

Therefore, it is intended to identify the sources that contribute to the creation of knowledge within the organizations and their efficiency from the economic point of view. In this regard, we have carried out a systematic review of the literature using topical articles published in the Scholar, Scopus and EBSCO Google databases, as well as analyzes by organizations with intellectual property history such as EPO, WIPO, OECDE. The relevance of this research is, on the one hand, the thorough and rigorous study of the literature, especially of international literature. Thus, the fundamental research carried out synthesizes an important volume of data.

The main objective of the PhD thesis is to conduct a research study of a theoretical and applicative nature in order to determine the peculiarities of society, economy and knowledge based organization, using information, studies, researches, debates with the intention to create a conceptual framework and in the the latter to develop a proper and valid operating model of organizations respecting the characteristics of the knowledge-based organization.

The specific objectives derived from the main objective are: the theoretical clarification and the delimitation of concepts belonging to the knowledge-based economy; analyzing the complexities of the knowledge-based organization in order to understand the overall framework of knowledge management activities; analyzing competition and competitiveness from the perspectives of knowledge-based organizations, emphasizing the role of consumers in the development of new technologies; analysis of the main approaches to innovation; identifying and analyzing methods of assessing intellectual capital.

For a balanced contextual approach and for achieving the above mentioned objectives, the thesis is structured in eleven chapters. After presenting the conceptual aspects of Chapter One, chapters two, three and four are intended to present the current state of knowledge in the research field and to clarify the underlying concepts of the study.

In the second chapter we made a conceptual delimitation and framing of the research theme by carrying out a study on the evolution of the concepts of innovation, intellectual capital and intellectual property.

The third chapter is intended to present the methods of visualization and evaluation of intangible assets, mentioning the advantages and disadvantages of using them.

Chapter four includes an analysis of managerial practices aimed at managing the quality of intellectual capital, specifying the particularities of each principle of quality management.

Under chapter five, quality management techniques and methods were analyzed to identify those that lead to improved managerial practice effectiveness. Chapter six is a logical continuation of the previous chapter, presenting methods for planning, designing, building and improving quality from the perspective of application possibilities, benefits, drawbacks and implementation phases.

Chapter seven and chapter eight are intended for methods of visualization and evaluation of intellectual capital. Within these chapters an ample research of the literature was carried out in order to formulate pertinent observations on the current methods.

Chapter nine includes an investigative analysis of indicators used in international reports. Starting from this analysis, the evolution of the most used indicators in the European Union was observed and the degree of correlation between them was determined.

Chapter ten highlights the basic elements of the research carried out within the thesis, analyzing the research objectives and assumptions, the sources of information and the methods chosen for data collection, the structure and the size of the sample, respectively the purpose of the research.

The last chapter is intended for the processing and capitalization of the information resulting from the research as well as the conceptualization of a model for the identification of the intellectual capital indicators in the automotive industry. At the same time this chapter presents the premises of developing a model of intellectual capital quality management in knowledge based organizations.

The aim of this thesis was to clarify some theoretical concepts that are the subject of the current economic reality and to point out the practical elements useful for an efficient management of intellectual capital. Intellectual capital is the starting point of any economic entity that has long-term prospects for success. Anchoring in the current reality based on

intangible elements is the first step towards ensuring the efficiency of any organization. Moreover, any organization working in the knowledge-based economy should have procedures in place to identify and capitalize on intellectual capital. The variety of existing intellectual capital assessment tools and methods should be a joy for managers who are supposed to choose the method that best suits the particularities of the organization they manage.

However, the lack of a legal framework makes the assessment of intellectual capital not a priority for many managers.

Intellectual capital is a very dynamic component of the present economic reality. In this context, although there are multiple methods of visualizing and evaluating intellectual capital, each of the existing methods is deficient in use.

Although most of the methods that are applicable to the economic environment are performance-based methods, developed and implemented by northern organizations at European level, they are not accepted as a benchmark. Moreover, the composition of intellectual capital is not clearly defined in the literature, so that each method follows another logical thread developed on the basis of the composition of intellectual capital.

In order for an economic entity to be successful in terms of the results it proposes, it is first necessary to implement procedures for quality management. To do this, the quality management principles need to be mastered at the organization level and at the individual level. Given that the organization as a whole has openness to improvement and practices derived from quality management, implementing a quality management of intellectual capital can be easy.

Beyond the necessary resources, first of all, it is necessary to be aware of the fact that the ensemble named generically in the intellectual capital literature is the one that makes the difference between a successful organization and one that is susceptible at any moment to disappear from the market.

The dynamic analysis of the fifteen indicators correlated with what is defined in the literature as intellectual capital strengthens the idea that the most important resource of an organization is intangible. Moreover, the most important conclusion of this paper is related to the awareness of the importance of intellectual capital at both individual and organizational

levels. The multitude of specialized studies and reports currently in place represent the proof that the future will belong to those who will know how to use intellectual capital.

Regarding the current state of research in the field of intellectual capital quality management, it is noticed that the concerns for this field are not very broad and in principle focus on the treatment of individual issues (eg human capital management), without addressing intellectual capital management as a whole.

The general changes generated by the knowledge-based society are reflected in the changes in each organization's function. So the efficiency of an organization is directly influenced by how it is capable of managing intellectual capital and turning it into value.

The research undertaken reinforces the idea that the quality of intellectual capital is the basis of sustainable development and led to the validation of the following hypotheses:

H1: Most of the organizations surveyed have defined strategies that include actions and objectives for the development of intellectual capital

H2: The current focus of knowledge-based organizations is the management systems for human capital and innovation

H3: The management system has a positive impact on the quality of the organization's activities

H4: Managers concerned with human capital work in organizations that have implemented a human capital management system

H5: Managers concerned with relational capital consider important membership in customer-service network

H7: Most organizations measure the impact and importance of intellectual capital through financial methods

H8: Most organizations consider intellectual capital to be important for organizations' performance

H9: The management of the quality of intellectual capital is considered necessary for the creation of an innovative organization

H11: Most organizations consider it necessary to use a quality management system for intellectual capital

H12: The work environment that inhibits innovation is reflected in the importance attributed to the number of patent applications attributed to an organization

H13: Resistance to new ideas from employees is reflected in the importance attached to employee retention

H14: Knowledge-based organizations are regularly reviewing creativity-enhancing procedures

H15: Labor productivity is an indicator that is given great importance in organizations

H16: Cost and number of days devoted to managers' annual training is an important indicator

H18: Most organizations measure personnel fluctuations and the number of employees due to employee recommendations

H19: The quality of training and staff training programs is reflected in average employee satisfaction with the development of individual skills

H20: The number of R & D projects is an important indicator for organizations that take into account the revenues from intellectual property

H22: The number of quality certifications is an important indicator for organizations using a quality management system

H23: The average development time of a new product is an indicator used by organizations concerned with the performance of the organization

H24: The number of customer visits in the organization is reflected in the importance assigned to the quality of customer communication

H25: The degree of understanding of customer requirements is an indicator related to customer satisfaction

H26: Time to resolve complaints is important for organizations that take account of customer suggestions

H27: Organizations lack the expertise of intellectual capital

H29: The technology transfer process is inefficient

H31: Investing in new technologies is not a specific activity of organizations H34: Most organizations do not resort to the outsourcing of intellectual capital management services

H35: The benefits of implementing an intellectual capital management system are greater than the disadvantages, although the efforts are high

H36: The IT system for intellectual capital management is mainly used to manage resources to capitalize on new ideas

H37: The IT system has a positive impact on the quality of intellectual capital management specific activity

The original contributions of this research are aimed at identifying the characteristics of the knowledge-based organization among the knowledge-based organizations in the automotive field, researching the link between the perspective on intellectual capital quality and management based on these characteristics, and designing a model of intellectual capital quality starting from identifying some specific knowledge-based organization indicators. The course of the doctoral thesis and the research carried out summarize the following personal contributions that are relevant in the field of intellectual capital quality management

- formulating personal opinions on completing definitions;
- indication of tools that are considered beneficial for quality management of intellectual capital;
- making recommendations for the development of the literature;
- applying statistical methods to identify and explain the causes and effects of problems identified during the research;
- demonstrate certain relationships of influence between the various determinants of intellectual capital.

The results of the research have been exploited and will continue to be presented through the conferences and publishing the results obtained in various journals and magazines respectively.

This research has been constrained by the temporal dimension but also by access to information within organizations. Although there have been multiple interactions with the managers of the automotive organizations and to a certain extent willing to cooperate by supporting the scientific approach, one can say that they have reluctantly offered the information requested in the focus group and in the pretesting stage of the questionnaire .

Also, completing the questionnaires was a tedious process given that the managers' concern is strictly oriented towards the current activities of the organization. Moreover, during the research there were reluctant managers to provide any kind of information within the organization.

Without claiming to be generally valid in the field of activity under consideration, research is susceptible to improvement. In order to gain a greater degree of trust, it is necessary to research an extensive sample of organizations and to statistically investigate the data obtained at the organizational level, then comparing data between organizations, diagnosing the work of organizations and extracting a set of good practices that can represent improvement tools.

The research presented during the PhD thesis has generated interest and contributed to the desire to continue research in the future.

The main directions to be addressed in the future are:

- The need to continue research in the field to complement the literature and to make comparisons at the level of industries or even nations.
- Carrying out a series of researches to consider the training of managers and the analysis of development opportunities in this respect by identifying the educational offer in this field. This requires an in-depth study because it is necessary to question the managers on the one hand and on the other hand the analysis of the educational offer.
- Studying the perception of intellectual capital and determining an economic model for its accurate capitalization. The model should identify a comparison between what is used in the Nordic countries and a parallel with what is happening at the level of Romania.
- Developing a financial-mathematical model as an analysis tool for demonstrating the correlations between the components of intellectual capital and the performance of the organization quantified in financial indicators.

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