New Management Model Construction in Knowledge-Based Enterprises

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Abstract. Knowledge economy age has produced thousands of knowledge-based enterprise; many traditional enterprises are changing to knowledge-based enterprises gradually. In the new economic environment, knowledge-based enterprise how to carry out the effective management, keep up with the trend of the development of The Times, to meet market demand, to realize the sustainable development, has become a realistic and urgent problem. The management modes contemporary knowledge-based enterprises knowledge shows multiple trends.

Introduction

Since the end of last century, a kind of knowledge innovation as the guidance of new enterprises began to constantly emerging, knowledge and knowledge innovation become it’s an inexhaustible motive force of survival and development. This is the knowledge-based enterprise. For example, Microsoft company which called "computer kingdom", Intel Company known as “online empire, Siemens Company called “one year twenty thousand inventions innovation, etc.[1]In the new economic situation, the knowledge-based enterprises are experiencing the transformation of management, the existing and the conventional management mode will be replaced by new management mode adapting to the Times, management innovation become the theme of knowledge-based enterprise management.

The Connotation and Characteristics of Knowledge-Based Enterprises

Knowledge-based enterprise is a new type of enterprise organization form in The Times of knowledge economy. They rely on knowledge economy, supported by knowledge as the main factor of production, take creation and application of knowledge as the main production purpose take knowledge operation as the main development strategy and obtain wealth main means, make use of new knowledge, new technology to create high added value products and brands.

Microsoft is a typical knowledge-based enterprise. Although most of knowledge-based enterprise has no large scale, large number of employees, but often they have more flexible business model and more powerful competition strength and more enviable profit than other enterprises. Compared with the traditional enterprise, the knowledge-based enterprise has the following features:

Knowledge is the Most Important Resource in Knowledge-Based Enterprises

As the most important resources, knowledge become the largest propeller and profit drive for creating wealth in knowledge-based enterprises. Knowledge becomes the first investment direction and the investment subject. In Knowledge-based enterprise, the proportion of R&D personnel generally is more than the proportion of production personnel. Innovation subject has turned to R&D personnel from technical workers and engineering and technical personnel. In the composition of the product value, knowledge component content increases, and the proportion of materialized labor reduce. Enterprise activities take knowledge has become the center of enterprise activities. The input is knowledge, the production is knowledge, sales are knowledge, and management is knowledge, too. The enterprise changed from the operation type into learning.
The Innovation is the Soul and Core of Knowledge-Based Enterprise

Innovation is a process that enterprise uses constantly the existing knowledge resources to create new knowledge, new value, mainly including technical innovation, system innovation and product innovation, etc. In new competitive environment, the "core competence" decides the fate of enterprise, which constituted by two kinds of abilities of acquisition and innovation knowledge. Innovation is the soul and core of knowledge-based enterprises.

High Intelligence Talent is the Source of the Viability of Knowledge-Based Enterprises

In knowledge-based enterprises, dominant is no longer the traditional managers, but high intellectual talents with innovation ability. Any tangible assets have depreciation, have consumed to can not light and heat some day. But because knowledge exists in everyone's mind, s not only does not consume, but also more and more valuable, more new knowledge will be created. Therefore, the knowledge talented person is the enterprise real source of life, never dried up. So enterprise power of attorney (rights of residual claim and residual control) are also transforming from capital employing labor to labor employment capital. [2]

Flattening Structure is Organization Characteristics of Knowledge Enterprises

The organization structure of modern knowledge enterprise is usually only senior manager and general staff. The enterprise operation and R&D general organized the project team work which leading establishment according to the market development trend. Only those project teams with high science and technology content will grow rrapidly, otherwise unhindered. Project team member’s professional skills are complementary. Under the principle of overall design, they research and development independently, conformity resources finally, and share the result. Therefore, members are experts in the group internal.

There is no the relationship between the leaders or be leaders. There is only the division of labor and cooperation. The group needs not middle management level, the organization's power control mode have changed from centralization to decentralization, and formed a flat organization.

Management Innovation is the Power and Source of Sustainable Development in Knowledge Enterprises

Management Innovation is Determined by the Market Competition Time Drive

Bill Gates think that more and more fast speeds of digital information make the enterprises, changes will reach the sum of the past 50 years in the next 10 years. Previous market drive became today's time drive. Faster, better and lower costs to make new products to the market have become the key of enterprise survival. As the market Life of the product continuously shortening, the management strategy of the enterprise has oriented from technology orientation to customer orientation and time orientation. Who can shorten the product time-to-market, who will have greater competitive advantage, who can win more customers. In the volatile market environment, time is one of the magic weapon to win the competition. It has become an overwhelming majority that conforming to customer’s interest changes to make a quick response.

Management Innovation is Determined by the Market Uncertainty Decision

There are typical uncertainties in the market. Because the market has a lot of randomness, contingency and unpredictability, some small changes may cause the vast market fluctuation. Whenever, the stock will suddenly fall greatly, exchange rate will change sharply, an enterprise seemingly strong giant will suddenly vanish into smoke. Currently, capital, knowledge, information, technology, talent and material can free flow in the global scope, so the growth speed of enterprise can be several times, even dozens of times. All the production elements of the gathered are nonlinear, and the variety of the nonlinear process of mixed can create enterprise's high speed growth in a short time. Someone called
it "ten times the speed change". This change is not only for enterprise to bring the new growth, also can expose some enterprises who did not know the changes to mortal danger in a very short period of time. [3]

Management Innovation is Determined by the Knowledge Factors and the Qualities of Knowledge Products

Knowledge products have the following properties: (1) Irreplaceable. All kinds of knowledge products have uniqueness, can not be replaced each other; (2) Irreversibility. Once people mastered some knowledge, they become irreversible, can not be deprived. Once some knowledge was spread, it should not be take back. (3)Wear resistance. Knowledge will not be consumption in use, it is reusable. (4)Can sharing. Knowledge is a common development of mankind and Shared. The biggest difference between knowledge products and material products lies in that the general material goods are exclusive, but knowledge products are always non-exclusive and can be used by many people at the same time. (5) Infinite propagation. In the process of knowledge production and propagation, there are the possibility of increasing and riching. The more people use, the higher value it has. The trend of returns to scale is increasing.

Management Innovation is Innovative Impetus and Source for other Innovation

Enterprise innovation includes system innovation, technological innovation, product innovation, management innovation, etc. Whether system innovation, or technological innovation and product innovation, it needs through implementation enterprise management function gradually, specific implementation the management of various levels and the interaction with various innovation. Management innovation is in the position of comprehensive overall planning, guidance and coordination, and it is impetus and source for achieving other innovation. Enterprise innovation is complicated system engineering. Only relate various innovation into a unified whole, innovation have a solid foundation.

The Construction of New Management Mode in Knowledge-Based Enterprises

Knowledge Management

The task of knowledge management is to manage intellectual capital, use the wisdom of the collective to improve the ability of strain and innovation. Its purpose is to realize knowledge sharing, including realizing explicit knowledge and tacit knowledge sharing, and the enterprise internal knowledge and external knowledge sharing.

The contents of the knowledge management include three aspects: The first is knowledge innovation management, including knowledge innovation model, conditions, environment, etc. The very important one point is the innovation research which caused by explicit knowledge and tacit knowledge conversion. The second is the knowledge sharing management. Through the knowledge management, enterprise can set up knowledge officer, establish the mechanism of knowledge sharing to incentive employees participation, establish increasing income network, build a internal network which can make employees “travel in knowledge sea” to cultivate collective creativity for enterprise innovation. Through creating dynamic group, enterprise establishes incentive mechanism of knowledge innovation to cultivate core innovation ability. The third is the management of knowledge application, including enterprise how to take a set of knowledge management solutions to implement project of knowledge management project, how to realize the transformation of enterprise management, and so on. The application of knowledge is the final means to improve the productivity and competitiveness.[4]

Service Management

The eternal theme of service is the problem of the relationship between the users and consumers; the core of service management is service quality. In era of knowledge economy, the status and functions
of service competition are becoming more and more outstanding in market competition of knowledge-based enterprise. Western enterprises attach great importance to the concept about "value-added services", strengthen marketing service concept in the enterprise culture construction. It may be "value-added" for good service, but also may be "value-decreased" for bad service to same quality products. Service management include the metastases from product utility to the total utility of research customer relationship, the metastases from short-term trading to long-term partnership, the metastases from product quality or output technique quality to the customer perceived quality, the metastases from the product technical quality as the key to organize production to the comprehensive utility and comprehensive quality as the key to organize production.

Therefore, the enterprise should set up the development strategy of "the customers as the center" to realize the transfer form the production as the center to the customer as the center, from selling products as the center to meet customer demand, to provide the overall solution. The enterprise should strengthen communication and coordination between the customer and coordination, implement the contract or agreement earnestly, to win the sustainable development space and a flow of passengers. International, three big company including IBM, HP, SUN as a representative have proposed the management solutions of corresponding service. Internally, Lenovo group put forward to a loud slogan with "Service Association service", makes every effort to service transformation. 

Collaborative Management

Collaborative management is taking the local power arrangement and combination reasonably to complete a job and project. Such as collaborative sales. Collaborative management is a kind of development mode based on agile. It rebuilds the time, space and function structure of the reorganization to produce a kind of abilities of “competition - cooperation – coordination” through each subsystem in the system. Its effect is far greater than the sum of new generating time, space, and function structure of each subsystem. Collaborative management aims to solve three problems about the “information island” , Application Island and "Resource Island" to realize information synergy, business cooperation and resource synergy play to the enterprises “combat” fully. The innovation activities of knowledge-based enterprise rely on the synergy between internal innovation network and external innovation network. And both them jointly affect the enterprise innovation performance. In the virtuous cycle, both promote each other, otherwise, restrict each other. The famous McKinsey in The United States, for example, a consultancy, proposed the new development strategy of century enterprise is "cooperation competition, alliance win, and win-win model". It means that the advantage enterprise should ally in together to comrade their competitors. P&G company praise highly open innovation model early, but it is still put a great amount of R&D funds and equipped with considerable strength R&D personnel and organization. Open innovation make their annual innovation investment gradually declined, but the innovation output is constantly improving. It's not because external innovation network can replace internal innovation network effect, but P&G Company using external innovation network to improve the efficiency of the internal innovation network. 

Flexible Management

“Flexible management” is relative to the “rigid management” character. “Rigid management” proposes “rules and regulations are the center”, uses system to management staff sternly; “Flexible management” proposes “people are the center”, adhere to the “people-oriented”, personification management to staff. “Flexible management” has the following characteristics: inner more is more important than external, psychology is more important than physics, a good example is the best sermon, affirmation is better than negative, incentive is better than control, practical is better than flubdub. The biggest characteristic of "Flexible management" is it depends on its hommization and individualization. It is not to rely on external forces, but rely on humanity liberation, equal rights, democratic management to arouse the inner potential, initiative and creative spirit of each employee from the depth of his heart. "Flexible management" tries his best to create a comfortable working
environment for staff and make them really be in the mood for the enterprise, spare no effort to
develop good performance, give their knowledge, thoughts to the enterprise voluntarily and this
become the power source to get Competitive Advantage in the fierce market competition. Obviously,
under the guidance of the concept of flexible management, managers more value the worker's
enthusiasm and creativity, more value the worker's initiative and self-discipline, pay more attention to
the internal needs, and pay more attention to develop people's internal potential. [7]

Summary
Knowledge-based enterprise is a product of knowledge economy deepening development. It is a
coalition of knowledge intensive, information intensive and talent intensive. This kind of enterprise
usually has the following several characteristics: Knowledge is the most important resources;
Enterprise employees mostly have relevant professional knowledge or skills, is the knowledge staff;
The production or services is high originality. Innovative management is motive power and source to
sustainable development for knowledge-based enterprise. Contemporary knowledge-based enterprise
management mode shows diverse trends, such as: knowledge management, team management,
service management, collaborative management and flexible management, etc.

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