

# THEME

**Essay of analysis of the approach Knowledge management within the Algerian public enterprise**

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# Plan of the exposition

- § Introduction;
- § Definitions and characteristics of knowledge management;
- § Knowledge Management in the theories of the firm;
- § management of the knowledge in Algeria: state of the places;
- § ICT in Algeria and their impacts on the development of the Algerian company;
- § the economy of the management of the knowledge in the enterprises Algerian: analysis of the different cases;
- § Conclusion.



## Introduction

Economic development is a necessary condition for maintaining a stable and supportive. In a situation of increasing competition, the management of renewable resources are becoming increasingly important in the current context.

However, when we think sustainable development is associated with this concept too often the only environmental concern, ie to protect the future of the planet. It is certainly important, but access to knowledge is a key to sustainable development.

Indeed, the share of intangible, intellectual work and research and development in the process of creating wealth is growing. Change is in the amount of knowledge produced, the complexity of manufactured products and the organization of actors in the dynamics of knowledge production. ICT has helped to accelerate this trend in the last twenty years. This applies to all economic sectors, they produce goods conventional industrial or service. The consensus is to say that we have entered the knowledge economy.



## Definitions and characteristics of knowledge management

Before defining Knowledge Management, we first define the knowledge.

Knowledge is an evolving mix of experience, values, contextualized information and expertise, which provides a framework for evaluating and incorporating new experiences and information "(J.DAVENPORT, L.PRUSAK, 1998). Pour ( I.NONAKA 1994), "knowledge is true belief and justified, that is to say, according to the beliefs of its holder.

There are two types of knowledge in organizations: tacit knowledge and explicit knowledge (I.NONAKA, 1991 M.PLANYI, 1966).



# Knowledge Management in the theories of the firm

Knowledge management is a very important echo in the way of conceiving the firm.

From the perspective of economics of information, the design of the firm as the dominant economic theories (including the theory of agency or transactional theory) is the information processor (FRESMAN, 1994).

The company is thus seen as a mechanism for allocating scarce resources that provides a response to market failures when the future is not capable of processing the information itself.



# Management of the knowledge in Algeria: state of the places

Erect a pole at the national level skills in ICT that can serve domestic demand and be able to export term.

1.2. in education three objectives are pursued :

1) give the future managers of the mastery of new communication for education modernization

2) Make universal access to information through the internet, a reflex for any discussion or decision making. Also, budgets were allocated for this purpose in the areas of education vocational training and higher education sector.



Table: budgets for different operations introductory ICT sectors.

Sectors	Budgets in dinars
Education	
Operation 1	1,2 billion
Operation 2	1,35 billion
Health	1,1 billion

Source : BESSALEH



1.3. In scientific research in addition to the programs and priorities identified by the 1998

Act, several areas are identified within the three year program to support the economic recovery for operations were individualized.

Each with its own budget:

- Network development and production for high value- added software;
- Network design for specific circuits;
- Central technological manufacturing VLSI circuits;
- ALSAT program manufacturing small satellites.



operations	
Network development and production for high value- added software	500 million of DA
National network of integrated circuit design application specific	250 million of DA
Creation of a central technology manufacturing ASIL level of R and D	02 billion of DA
The project ALSAT1	1,2 billion of DA
The project ALSAT2	2,5 billion of DA (approx)

Source : BESSALEH



2. Institutions: institutions that have succeeded have relied heavily on institutions that have worked in the direction of the implementation of the SCF are generally those that reflect the degree of political commitment on the part of the state and government in general. Regarding the implementation we illustrate this with the areas of training, research and development ICT. Developments are accompanied by legislation that has accelerated SMIG 1995.

Executive decree N°95 of 24 June 1995 completed laying down procedures of the “national fund for scientific research and technological development”.

Executive decree N°95-183 of 2 July 1995, in the establishment, organization and functioning of the national agency for the development of academic research.

The executive decree N°98 of 21 February 1998, establishing the status and Algerian.

The new legislative package of 21 August 2001 growing the development of the investment that is the end of the implementation of the 1993 framework and projecting a new vision for the promotion and development investment in Algeria.



# Table: device sector research

institutions	Laws and regulation	programming		trending
<ul style="list-style-type: none"> <li>-ministry for a scientific and technological research (MDRST)</li> <li>-national conseil for scientific and technological research (CNRST)</li> <li>-national commission of evaluation and foresight (CNEPRU)</li> <li>-sectoral committees and commissions international</li> <li>-center and research units (CERIST, ,???????)</li> <li>-alg??? ANORS, ANVREDET</li> </ul>	<ul style="list-style-type: none"> <li>-executive decree n°95 of 24 Junes 1995 (national fund RSDT)</li> <li>-laws August 1998??program an scientific research and technological development</li> <li>-executive order in February 1998 in the creation and status of individual property (INAPI)</li> </ul>	<ul style="list-style-type: none"> <li>year development plan of the RDST (2000-2002)</li> <li>-19??????research programs (WRP) in 1999</li> </ul>	<ul style="list-style-type: none"> <li>-law of August 98 incentives</li> <li>-national agency for promotion of research (ANVREDET)</li> <li>-technopark of sidi abdellah (Algiers) (innovation, training, incubation)</li> </ul>	<ul style="list-style-type: none"> <li>-budget of R and D by 0,3% to 0,7%of GDP in 2001 and 1% in 2002</li> <li>-20% Equity research centers</li> </ul>



### 3. incentive instruments: The reforms

Sector reforms postal and telecommunications in the case of telecommunication in productive the Algerian government has implemented a sires???? Of initiative to words the telecommunications and information technology, aware of the years 2000 and 2001 incending the establishment by law n°2000-03 of the operator Algeria telecom Algeria EPIC and position as well as the regulatory authority of the post and telecommunications (ARTP). This will open opportunities for foreign direct investment: license sales, spin (???, djawab, enis,....etc). This approach includes: telecommunications regulation, monopolitaion of internet access and licensing ESM



#### 4. Governance: political commitment over the frame is intentional

fundamental factors in the application of the SCF. They are necessary conditions, they can be expected if the effects in the ground. This is reflected in particular by the creation of a fardable and attractive to the potential of knowledge motivated both within the country and outside parameters that contribute to the creation of this atmosphere define good. Name. The world bank scientific several parameters. The control of the legislative frame work and the rule of law, the effectileness of the administration of the state, the participation of stakeholders in the formulation of public polives and control, political stability the control of corruption and freedom of the press for the creation of a democratic basis for creativity and initiative in science and and economic sphere in several.

Compared to the Maghreb countries and the MENA region, Algeria has better scores on the regularity framework, freedom on the press, but it has a bad score of administration of the state (DJEFLAT.2006)



## Synthesis

It is clear that Algeria, like many countries in the sub MENA has come some way in the direction of the EFC but compared of the other countries or the sub region, there is still a delay to???? up some sectoral policies oriented in the direction of the knowledge economy are carried out, by they are fragmented and mostly in coordinated .???? reforms started well and can be a good example for other sectors of the economy, its already has ??? and measurable. However, the delay in comparison with other countries is important.

An overall state??? and vision Algeria's own EFC taking into account the specificities of the country should help to an accelerate the pace of country's entry into the era of the SCF. For this, it requires to be some areational priority that effects different areas: the area of R and D must innovate continunibly and the education system which must be renewed on a permanent basis through training the ??? life and continuous development and self-sustraining ICT infrastructures. In addition to this basic requirements, the opening of the productive system, the colonial system and economic exchange, an adequate regulatory framework contribute to the development of the knowledge economy in Algeria.



# **ICT in Algeria and their impacts on the development of the Algerian company**



# **The economy of the management of the knowledge in the enterprises**

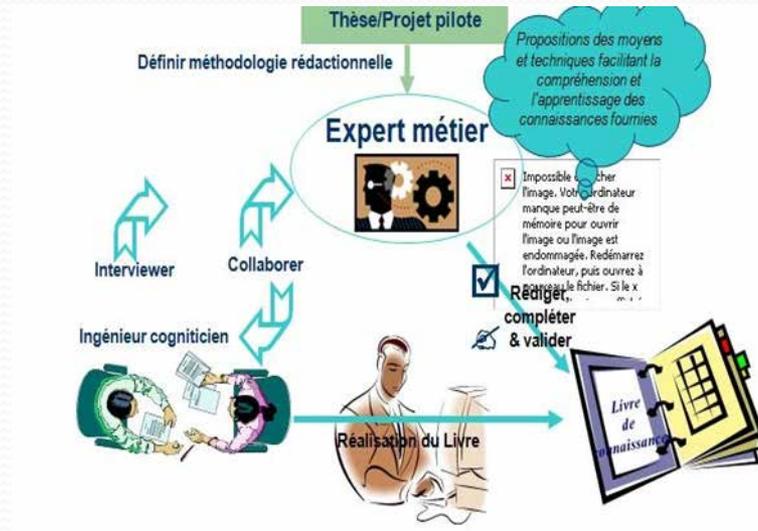
## **Algerian: analysis of the different cases;**

### **. The knowledge management within the company Sonatrach.**

Following the issue of loss of critical knowledge, the company Sonatrach has felt the need to conduct a knowledge management project that capitalizes experiences accumulated over the years in order to fight against the negative effects caused by these losses. The general principle of the approach KM company Sonatrach is to identify the best professional know-how, to formalize models and their transfer. This requires the design professional references as maps, strategic alignment and knowledge identified in the selection, design and implementation of the most suitable methods for the dissemination, sharing and appropriation of knowledge.



# Figure: Steps in the capitalization of the company Sonatrach



# System implementation tool to the AMC

The AMC, measurement and control is an Algerian company occupying some 681 employees and has invested in 1997 in ERP (enterprise resource planning or ERP) for the purchase portfolio management: the system tool).

- The system is a tool for portfolio management developed from purchasing specifications established by the IT department of the AMC. This system has generic features of such a tool include:
  - Management of Procurement and Supply
  - Input and output products
  - Purchase accounting
  - Accounting for inputs and outputs of any type





Beyond the functionality offered ICT talk, we can consider this environment as the materialization of a managerial objective, namely:

- Time savings thanks to efficient data processing
- Greater solvency information
- Store the information in a secure manner.

In conclusion, we can say that we are faced with an improvement in the quality of the operation and management of the company, which is not due to the technological tool itself, but in the collective creation of meaning around this tool, and practices of knowledge management has been strengthened with the introduction.





# Case Study: ONAAPH

The National Board of equipment and accessories for people with disabilities (ONAAPH) is a Algerian, under the Ministry of Labour and Social Security, established by Decree N0 ° 88-97 of 09 § 02 § 1988 to respond effectively to the material needs of the disabled,

The ONAAPH invested in 2007 with the purchase of various management software for various functions and also the installation of the internet as a working tool. This investment seems somewhat late knowing that it is envisaged since 2000. This can be explained by a certain inertia of this structure depends on a department and a board of directors.



Although the introduction of these tools has been a willingness on their ownership by all employees, we can say that the office has not been able to unite its employees around a common vision of sharing knowledge. This experiment shows that the introduction of ICT does not automatically generate a best practice of knowledge management.







# Case study: Implementation of the intranet within the company OTA-DJEZY

OTA (Orascom Telecom Algeria) a subsidiary of OTH (ORASOMTELECOMHOLDING) is a leader in the field of telephony and new technologies). This group is located Algeria, Egypt, Tunisia, Pakistan, Bangladesh, Iraq and Zimbabwe, giving International in scope.

In July 2001, the group Orascom Telecom won the second mobile license in Algeria. 6600personnes The company employs approximately at the national level. It has a branch in Algiers, four regional directorates (east, west, central south) and about 70 branches throughout the country.

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The company intranet OTA generic functions of such a tool, in particular:

- Electronic messaging to send and receive messages internally and externally.

- Common directory: includes all address books in a single file;

Diffusion-house document avoids the multiplication of copies and paper allows archiving of all identifiable directories.

- Briefed promotions, flash info .....

- Registration of customer information.

- Reporting of employee activity

The introduction of the intranet has enabled improvements in all key success factors. Introduction of ICT was an opportunity to strengthen the practices of knowledge management.



# Case Study: LOTUS NOTES introduction to society

## ATM Mobilis

The company Mobilis ATM operator Algerian public, is a subsidiary of the public company economic Algeria Telecom. It is autonomous since August 2003. ATM mobilis is one of the few public companies in Algeria who is involved in a business area highly scalable in terms of technology and where the market is characterized by high volatility and tough competition. mobilis ATM, which employs about 2005 salariés, has invested in a single 2005 dans messagerie électronique tool, lotus notes. This investment is based on the desire to make structural choices and to adapt the organization to ensure a more responsive and better communication within the company.

The e-mail software Lotus Notes is a communication tool that was introduced in the company whose goal is to simplify work processes and reduce processing times and rapid circulation of information. System implementation tolas to the AMC



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# Difficulties:

Include some of the most important and include:

Knowledge is traditionally linked to research and development activities that are carried out by both the public and private sector and which we know the weaknesses and difficulties in this area, particularly in developing countries.

It is produced and distributed by the device education and training including higher who knows other types of operational difficulties.

A non-negligible mass of knowledge is produced at the international level and needs to be transferred, and this leads to additional costs of transfer and loss of significant substance.



The mass of tacit knowledge are the lifeblood of a number e advanced countries remains inaccessible and difficult to transfer.

The share of tacit knowledge is an often much larger than the mass of codified knowledge used in the economy. The reasons are multiple DCs. From an economic perspective, the costs of codification is not negligible, entire of activities did not codify knowledge (knowledge used by SMEs, artisans, small businesses etc ...). From the point of view of technical codification, storage and dissemination of technical and require sophisticated technological sometimes not available or poorly controlled locally. From a cultural standpoint, the preponderance of morality, widespread in MENA, added to the number of rural people are the modern codification reflexes are not sufficiently developed



This part of the tacit knowledge accumulated is difficult to transfer internally and intersectoral spillovers and the production of positive externalities on the rest of the economy remain relatively limited.

Protective barriers of knowledge considered essential for its reproduction and development are perceived by a number of developing countries as many difficulties for its acquisition especially in the field of health, environment etc .... The idea of make global public goods flows.

Knowledge are relatively difficult to identify macro-economic difficulties due to the traditional access to reliable data related to them. This process becomes even more difficult to define complex when it comes to identifying the most reliable translation at the meso level, that is to say at the regional cities and sectors.





# Potential

From a strictly economic point of view capitalization, storage and dissemination of knowledge with a relatively lower cost than capital goods, investment levels are relatively lower as necessary to integrate growth factor and development.

Tacit knowledge is an integral part of the EFC is the source of wealth creation and competitiveness. It opens interesting prospects for a country like Algeria. It requires coding costs relatively accessible and can create cheaply diffusion effects and externality.



Many fields of knowledge exist and it is identified. Among the fields of knowledge that can be recycled include industrial experience accumulated by workers both at the technical point of view that organizational and managerial.

The ICT revolution and the advent of the Internet open up tremendous opportunities for access to global knowledge.

Multifaceted cooperation, bilateral, decentralized channels can be valuable access to knowledge



# Conclusion

The goal of our research is both scientific and industrial, it is to guide companies suffer from the problem of loss of knowledge to the practice of knowledge management and that in order to minimize the negative effects caused by the loss of their wealth of knowledge.

In general, the Algerian organizations favor the introduction and use of ICT to improve their organizational program. Indeed, it is clear from these case studies that all respondents are in favor of the use of ICT and consider that they can process information more easily and quickly, which is an asset to the organization



On knowledge management practices are poorly understood and are therefore not unanimous. Algerian organizations are characterized by their rigidity and lack of culture of sharing information and knowledge, which constitutes an obstacle to knowledge management approaches.

This result leads us to the conclusion that the Algerian organizations should be encouraged to implement such practices require a reorganization of organizational structures, which must be ungraded to promote modes of nonverbal communication conducive to the implementation of projects knowledge management.

