

**KNOWLEDGE MANAGEMENT IN THE FACULTY OF ECONOMIC SCIENCES – REGIONAL  
HEADQUARTERS ITAPUA, PARAGUAY.**

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**SUMMARY**

This work arises from the necessity to explain the implicit knowledge of the Faculty of Economic Sciences, using the intellectual patrimony to create differentiation and sustainable competitive advantages.

It is evident that its implementation would not be viable if there were not a deep cultural change that generates a solid commitment of the officers as to innovation, quality, service values and continuous learning.

In this work the essential elements are approached for the management of knowledge from different points of view, following the pattern of "conversion" of implicit knowledge to explicit knowledge, taking into account four focuses

Initiatives in the access and diffusion of information dimension.

- Initiatives for teaching and learning management.
- Initiatives in government and management dimension.
- Initiatives for strategic management.

The production and application of documents has been achieved (manuals and others) for the institutional, organizational and functional knowledge development of the Faculty's action plans.

Maybe one of the most outstanding aspects in this work is that, when converting implicit knowledge into explicit, the Faculty assumes a new role: manage it, administrate it and generate it.

This role has as its objective to give solutions to the new complex context situations from an integrative and dynamic perspective.

With it one is trying to articulate the Faculty with society, the economy and the State.

**KEY WORDS** Management, Knowledge, University Teaching, Faculty

## **INTRODUCTION**

The present In Situ Thesis work has been elaborated within the framework of the transfer of knowledge received through the Master in Strategic Business Management, of the "Nuestra Sra. de la Asunción" Catholic University, by means of the Agreement with the Misiones National University, (UnaM), Argentina.

As from the presentation of the thesis proposal on knowledge management, of the Faculty of Economic Sciences, the Dean assumed in an effective way, the development of the plan, giving the necessary resources and naming those responsible for the different activities.

The work is the result of a team integrated by the Dean, the Academic Unit, the Research and Studies Unit, the University Public Relations Department and the Computer Science Department.

Associated to management knowledge, the problem in the Faculty of Economic Sciences is the lack of uniform and official approaches for the institutional management.

To this, one must add the lack of an official institutional information source, as well as historical and statistical data to which one has to appeal.

The same thing happens as for the general plans that mostly are unknown or are not made known, - published - to the whole personnel, for their knowledge.

In this way there prevail divided departments which lose force at general institution level, that do not have a common vision, uniform plans and criteria, official and documented.

On the other hand, the university administrators are governed by political or corporate

approaches that ignore scientific and pedagogic approaches.

From this point of view, one often observes, in the university, the separation between thought and action, between principles and practical decisions. The will to research is declared, but there are not the resources to do it. The importance of the teaching staff is affirmed, but wages are well below most professions. They speak about the value of knowledge, but resources are not applied for libraries and informatics systems.

According to this scenario, the general problem is presented as:

"The absence of institutional, organizational and functional knowledge that serves as a guide for the Faculty of Economic Sciences, as an organized group."

All these aspects evidence the necessity of a knowledge management plan, with the purpose of explaining the information used in the processes and to improve their quality.

Not only is there a necessity to manage and structure knowledge, but also to incorporate to the work flows ones own subjective experiences<sup>1</sup>.

The proposal is developed, centered on people and their real necessities, assisting the institutional context and the existent practices.

The process is connected to academic quality policies and mediated by Christian values.

On the process to synthesize and to document the implicit knowledge to exteriorize it, - to Communicate and to Share - give place to the objective of this work and which is known as "explicit knowledge"

Here it seems interesting to take into account Nonaka and Takeuchi's ideas on "conversion" of implicit knowledge into explicit knowledge.

The plan will allow the re use of information stored in the institution and its incorporation into the functional and operational processes, integrating the existent information systems and allowing information durability and knowledge.

The importance resides in the fact that knowledge management will allow the research and analysis to be at the peoples' service, which are responsible for making decisions, on the basis of an appropriate disposition of diverse information (data, computer systems, documents, manuals,

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<sup>1</sup> Cueto A. (1999)

institutional plans, electronic texts, etc).

The support of management knowledge constitutes the documental information that is daily generated in the institution, so that, if it is managed in an automated form, it will be more accessible, and safer for all interested users, therefore more alive.

One will have unified access to all and each one of the information layers, knitted on the organizational structure.

Above all, one seeks that one must be conscious at every moment of the knowledge generated by contributions done by the very members of the organization, increasing in this way the added value of the offered services and the performance of this activity, besides facilitating constant dynamics and an upgrade of the same institution operation mode, which will be administered with periodic information upgrades.

The main contribution of the proposal is dedicated to cover the concrete lack of institutional and organizational information for the different actors - people and work teams - with the effective readiness of this information.

It is sought that implicit knowledge be explicit and formalized, so that it has institution value, and it can serve as basis to determine:

- How to act in certain circumstances
- How to carry out a work starting off from certain instructions or specifications.
- How to elaborate a strategy to obtain a certain result.

This proposal is how to use information technologies: the web, intranet E-mail, team working platforms. To achieve the communication and understanding of the members of the institution, and objectives of the organization, with the purpose of having explicit knowledge and officially approved knowledge at everybody's disposal.

## **REFERENCIAL FRAMEWORK**

Why does the knowledge theory interest university management?

Above all, due to an evident reason: the university is a creation, legitimating and distribution of knowledge center.

The university is the institution where knowledge takes place, is contrasted and is based through scientific and professionals communities. It happens that, just as fish do not know they live in water, the university students and scientists usually forget that their environment and their activities have to do with knowledge processes, although they know the reach of their activity or discipline, they lack to pass from "tacit" to "explicit" knowledge.

It seems obvious that the university generates the knowledge culture, and lives off it. Surely, most experts in enterprise knowledge management are university graduate students. But at university, knowledge production and transmission, take place from several points (careers, projects, professors' reflections, pedagogic innovations etc).

The management knowledge is not conceived without a strategic vision of the evolution of society, sciences and technologies. This is the concern that has given place to this work. Future State leaders, entrepreneurs and social organizations, graduate from the universities. Therefore the formative capacity, the discussion of values, the importance of social responsibility, should be reinforced.

Due to this a new university model is proposed, with a management from an integrative perspective, of dynamic character that forces to transform the information data continually, information in knowledge and these last ones into more knowledge.

Within this context of impelled and potentialized change due to new information and communications technologies, it is important to conceptualize and to differ "data" from "information" and from "knowledge" they are not synonyms but of concepts, although interconnected and independent, they are different<sup>2</sup>:

Data: Is a formalized representation of entities or facts of symbolic character, consequently, appropriate for their communication, interpretation and prosecution through human and automatic means. It represents observations or facts outside of context and, therefore, without immediate meanings. It is the information raw material, and does not bear an inherent meaning; it only indicates that it has passed without contributing elements to be a judgment, neither to elaborate an interpretation or a basis for sustainable action.

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<sup>2</sup> Darín, Susana (2005) Knowledge management. Page 258

Information: It is the meaning that a person assigns to a fact, which implies that this becomes information when it is evaluated to reach a specific objective. A data becomes information when it has added value, that is to say, when it is contextualized, it is related to a purpose, it is categorized, it is processed, it is corrected or it is compressed.

Knowledge: It is what we create and value starting from the significant information, by means of the aggregate of experience, communication and inference. Knowledge happens within and among individuals. And as it is bound to the human beings, it is complex to manage, to transfer it or to share.

For the work on Faculty Knowledge management, we will set out from Berkeley University professor Ikujiro Nonaka's, Knowledge Generation, pattern.

The pattern incorporates the following<sup>3</sup>:

- Two forms of knowledge: Tacit and explicit
- A dynamic interaction (transfer)
- Three levels of social aggregation (singular, group and context)
- Four knowledge creation processes that conform the SECI pattern.

So that tacit knowledge can be capitalized to the maximum, it is necessary that it be subtracted from the origin context and it be formalized, which means that between the tacit and explicit knowledge, there is a "conversion cycle" which is modeled in four processes:

Knowledge socialization (from tacit to tacit): it consists on sharing tacit knowledge and the experiences that the individuals possess with the other group members. Through practical exercise and physical vicinity.

Knowledge externalization (from tacit to explicit): it supposes the process of individuals and groups knowledge transformation, coded and explicit.

Knowledge combination (from explicit to explicit): it uses social processes to add and to combine "blocks" of explicit knowledge.

Knowledge internalization. (From explicit to tacit): it supposes the application of explicit knowledge within the different action contexts. Such as actions, strategic and initiative processes.

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<sup>3</sup> Bernarvides, Carlos and Cristina Quintana (2003) Knowledge management and Total Quality.

According to professor Nonaka, setting out from knowledge and experiences, accumulated along each professional's life and constitutes what is called "tacit Knowledge".

Tacit knowledge is also made up of academic knowledge and experiences that allows one to understand operations and techniques in many aspects of our life. These kinds of capacities and informal knowledge are difficult to synthesize, since they are stored in an abstract hazy environment that is difficult to concretize.

This tacit knowledge enriches itself through the Knowledge generation cycle, and this generates a "practical knowledge" that is usually called "implicit knowledge"

But what really makes it possible that the individual knowledge, enrich an organization and that it constitutes a new base of knowledge to continue advancing, is in fact the exteriorizing capacity, of sharing it and this is what is known as "explicit knowledge"

To conclude we add that the Faculty of Economic Sciences is interested in improving its indicators through work and knowledge with a theoretical-practical focus that intends to define policies and procedures dedicated to improve its conditions, to create, to organize, to inform and to apply knowledge, with the purpose of potentializing well-being and development possibilities of all.

In other words it is necessary that the local implicit knowledge becomes explicit knowledge with a wide level of disclosure within and outside the institution.

## **THE LOCAL CONTEXT**

### Organization analysis

As from the last decade, studies, forums, publications and other spaces in which the new challenges are debated in University higher Education for the XXI century, are plentiful.

The Latin American universities have been presented with new challenges besides their traditional mission. Some of the main challenges are:

- To build a fair society based on knowledge.
- To strengthen the Ibero-American cultural identity in a globalized world.
- To transform the region's educational systems.
- To prolong education during lifetime.
- To efficiently use the new technological means available.

- To carry out high quality scientific and technological research.
- To link to universities with enterprises.
- To solve the university financing.
- To contribute to Latin American integration.
- To fulfill with excellence the traditional functions.

The greatest challenges for higher education of this century is "the challenge of building a fair society based on knowledge."

Knowledge is one of the dynamic factors of the development processes and it requires greater generation and domain of knowledge to improve productivity. It is considered that our region has a weak knowledge working capacity, and to use it to add value to the economy production.

It is expected that universities become more protagonist in the future of society. It is necessary to enrich the dialogue between the peoples and the cultures, through the higher education. This will be possible when they strengthen the institutional inter- university net, which favor the exchange of systems, share results of studies and research, as well as the creation of regional excellence nets.

The challenges that the Catholic University should confront, arise from the confrontation of external and institutional reality with the definition of their mission <sup>4</sup>:

- a) The serious cultivation of Science and of knowledge in general.
- b) To form professionals according to real necessities
- c) To respond to Paraguayan and society's deepest anxieties.

### **Mission of the Paraguayan Catholic University**

The Mission of the Catholic University is contained, in essence, in Chapter I of the 1996 Statute. " The Catholic University, as a University is an academic community that, in a rigorous and critical way, contributes to the tutelage and development of human dignity and of cultural inheritance by means of research, teaching and the diverse services offered to the local, national

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<sup>4</sup> Institutional Academic Project.



and international communities. It has the institutional autonomy that is necessary to complete its functions efficiently and it guarantees its members academic freedom, safeguarding the person and community's rights within the demands of truth and common wellbeing<sup>5</sup>. Since the objective of a Catholic University is to guarantee in an institutional way a Christian presence in the university world, facing big society and culture problems, it should possess, as to Catholic, the following essential characteristics":

1. A Christian inspiration on behalf, not only of each member, but also of the university community as such.
2. A continuous reflection by the light of the Catholic faith, on the growing treasure of human knowledge, to which it tries to offer a contribution with its own researches.
3. The fidelity to the Christian message as it is presented by the Church
4. The institutional effort at the service of God's people and of the human family in its itinerary, that transcendent objective, that makes life worthwhile.

#### Vision of the Paraguayan Catholic University

The Catholic University's Vision of future, to be shared by its Academic Community and which it proposes 2008 as its horizon, shows that the Catholic University<sup>6</sup>:

- Is recognized in society by its respect to human dignity, the promotion of the cultural inheritance, the quality of its teaching activities, research and services.
- It has presence and rigorous opinion in front of the big national problems.
- It is a reflection source of independent and disinterested ideas, becoming a reference re some knowledge areas, for the national and international community
- It generates the academic recognition in the Paraguayan community for the knowledge that it produces, for the good professionals that it forms and for their mediation for the construction and the development of Paraguayan culture in their scientific, ethics, physics and artistic functions.

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<sup>5</sup> Catholic University Statutes "Nuestra Señora de la Asunción" (1996)

<sup>6</sup> Idem.

## Situation of the informative environment

The analysis of the situation was approached considering the University functions, and the different factors that impact for the development of said functions.<sup>7</sup>

Educating function.

- Inadequate and precarious infrastructure
- Authorities have Part time posts.
- Absence of institutional evaluation
- Professors residual insertion
- No worry as to knowledge production

## Research function

It lacks support for research- Lack of research centers-No articulation between teaching and research.

- Lack of production of didactic material
- Lack of stimulus and research fomentation.
- Management. Function.
- Lack of policies, rules and formal procedures
- Administrative bureaucracy
- Lack of a services Control and evaluation system of all areas: financial, academic etc. to assure that it fulfills the proposed objectives.
- Lack of mechanisms for use of development results and services- Difficult internal relationship between Faculties for conformation multidisciplinary teams
- Growth impossibility based only on students' entrance quotas.
- Ill treatment in relation with the students

## Identification of the Faculty of Economic Sciences resources and capacities

The basic analysis unit is the individual resources of the institution, which represents a group of factors or available assets to carry out a competitive strategy: They are the tangible and

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<sup>7</sup>Basis for an Academic Project (2003) 5 Catholic University "Nuestra Señora de la Asunción"

intangible resources.<sup>8</sup>

The tangible resources: the Faculty has its own building and equipped classrooms, computer science room, library, etc. (physical asset) and financial asset (available funds, general resources etc.)

The intangible resources: they remain invisible to countable information. They consist basically on knowledge or information. Within these resources you can identify.

Human capital: knowledge, reasoning and decision abilities, communication capacity, motivation etc.

Non human capital: Technology, organizational and relational capital, reputation, organizational culture etc.

" Resources considered in an isolated way do not generate value"<sup>9</sup>

The Faculty has a Dean, Vice Dean, A Careers Director, an Academic Secretary, a research professor and four official employees.

Differences in the capacity to generate strategic value between tangible assets and intangible ones

	<b>TANGIBLE ASSETS</b>	<b>INTANGIBLE ASSETS</b>
Durability	Tend to depreciate with use and time	Value increases with its use
Transferability	They are mainly easily transferable	They are mainly difficult to transfer as not being able to be coded.
Imitation ability	Relatively easy to imitate.	Difficult to imitate,when they possess tacit character or are covered by protection measures
Appropriation .	The property is easily identifiable	On knowledge and personal abilities, appropriation is difficult.

Indeed, the intangible resources are not usually available on the market and are usually created within the company itself.

The capacities transfer is especially difficult when these are consequences of a group of resources that work coordinately as a whole.

<sup>8</sup> Bernarvides, Carlos (2003) Knowledge and Total Quality Management.

<sup>9</sup> Bernarvides, Carlos (2003) Knowledge and Total Quality Management. Page 16

## Diagnosis of the current Faculty Culture

It is more than necessary to understand, to evaluate and to address culture; more so when this results inconvenient, under any of its forms<sup>10</sup>.

Utilities provided by the institution culture.<sup>11</sup>

- It offers a unique and differentiating profile of other organizations of the sector.
- It facilitates the identification of the members of the organization with the values, objectives, strategies, policies etc. And is able to achieve cohesion and internal and external integration and sense of ownership, if one knows how to manage it.
- The possibility to maintain a stable social system with values, behaviors and shared experiences.

What should we do to change culture?

1. To understand to change: to diagnose the current culture.
2. To determine which are the causes of the inconvenient culture and how it works and stays alive, you cannot build a new culture, if first you do not destroy the sick one.
3. To define which are the new norms and values and then to educate and to intervene.
4. To achieve the most difficult thing, which is to know what to do to maintain the culture.

Culture is not installed by means of speeches, but with:<sup>12</sup>

- The uniform application of a system of values and beliefs.
- Norms, if they were necessary, written; but that they be applied day by day.
- Knowing that any decision or managerial action culturally, is superior in weight to the rest.

Applying a questionnaire to survey the Faculty cultural quality, the following result was obtained: Refer Annex.

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10 Rico, Ruben Roberto. Total Quality.

11 Idem.

12 Rico, Ruben (2003) Total Quality.

<b>ORIENTA TION</b>	1		2		3		4		5		
1 To the client	Little or None	Real	Insufficient	Real	Sufficient	Real 3.1	High	Real	Very High	Real	
2 To the Personnel						3.38					
3 To quality and innovation					2.16						
4 To the organization						3.19					
5 To effectiveess						3.46					
6 To efficiency					2.8						
7 To systems and technology					2.7						
	<b>ASPECTS TO BE IMPROVED</b>						<b>CULTURE STREGTHS</b>				

## **INITIATIVES OF KNOWLEDGE MANAGEMENT IN THE FACULTY OF ECONOMIC SCIENCES**

The work intends to reach the following objectives:

### **General Objective**

To convert the implicit knowledge process to explicit, so that they can be part of the Faculty of Economic Sciences' individual and organizational culture, thus endowing the organization of elements and documents fundamental to strengthen their institutional capacity.

### **Specific Objectives**

1. To have orientating documentations on Faculty of Economic Sciences operation and their action plans in medium and long range terms.
2. To create a production, conservation, organization and circulation system of knowledge.
3. To promote the value of real and potential knowledge of the Faculty of Economic Sciences members in the educational community.

4. To change implicit knowledge into explicit, enriching them by means of their appropriate survey, documentation, correction, analysis, and approval by the directives.

## **MANAGEMENT INITIATIVES**

To specify the applications possible for management knowledge management focus, there follows a group of initiatives for the different level planes of university life.<sup>13</sup>

### 1. Initiatives in the access dimension and diffusion of information

To aim to the development from an intelligent organization endowed with an information system at the service of all the actors and of an information culture that assures the collective capacity to be adapted to reality changes.

### 2. Initiatives for teaching and learning management

To consolidate the institutional coherence by means of the definition of ends, missions and objectives that can be internalized by all the members of the university community.

### 3. Initiatives in the government and management dimension

To privilege the systemic focus and to subordinate the decision making to the rational study of the problems.

### 4. Initiatives for the strategic direction

To assure the organizational consistency by means of overcoming compartments through mechanisms that allow the construction of an articulate institutional system.

Initiatives for the dimension of Access and diffusion of information

Knowledge management leads us naturally to valorize the system of information and the related policies that allow the universal access of all users (students, professors, researchers, functionaries) to all the knowledge sources so as to create an intelligent organization. In the new social scenario, the new knowledge model is integration, intercultural and collaborative nets promoter, and eliminates the physical frontiers in the productive processes of teaching and even in entertainment. Knowledge society is characterized by:<sup>14</sup>

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13 Esteban, Miguel (2005) University Knowledge management.

14 Darín, Susana (2005) Knowledge management, Page 257

- Literacy in computer science
- Intensive employment of information and of communications systems.
- The value of knowledge
- Continuous learning
- The digital electronic organization, of the whole human activity

The nets, the information systems, the intelligent search tools, data mining, data Warehousing, the tools for development in internet, among other, are used for systems that facilitate knowledge management and allow the development of: web sites, intranets, work platforms, among others, electronic mail, audio/video conferences, the tools to accede to forums and to chat.

In the Faculty of Economic Sciences of the new necessities caused by the current context, the application of the knowledge management should lead to the Faculty internal reorganization of processes, like improvement of teaching, research and extension.

To make information resources productive, they should become a transformable knowledge in action. This process introduces challenges relative to creation, capture, exchange and maintenance of knowledge. Our study<sup>15</sup> suggests that those who will only obtain benefits from knowledge management are those organizations expert in technologies and that; they also invest in long term in the alignment of the organizational, cultural and management elements.

Means disposable to make the change

Among the information technologies that provide the basic infrastructure for knowledge management, we find amongst others:

a) Web sites

It is a fundamental tool for the transversability of the capacities that belong to the same university when facilitating integration. The unique particularity of a web site is the possibility to make a great quantity of information to converge into a single space and with a temporary access impossible to get by other means.

b) Internet:

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15 Knowledge management Systems: Matters, challenges and benefits, Page 35

It is a means suitable for the global exchange of information due to the following reasons<sup>16</sup>:

Low costs for the implementation of a site.

- It can be used 24 hours a day, 365 days per year
- Intuitive interfaces and user friendly
- Homogenization in the access to distributed databases
- Global accessibility
- Closer connections between users
- On-line live events
- Formation of communities

#### c) Intranet

The intranets are profiled as basic means to share data within a concrete community, they are flexible and they adapt to the necessities of each community; they facilitate quick access and information processing.

The intranets also allow to define different logical safe-deposit domains, offering larger or smaller accessibility and transparency depending on the concrete information.

#### d) Team Working Platforms.

Among others, we have: electronic mail, conferences, forums, chat, through which the speakers exchange opinions, data and information of interest to the group.

#### Application

As for the construction of the internal web site, for access to the institutional documentation that is taking place and to manage institutional communication with the Faculty functionaries and professors, there being foreseen preliminary tests for this year's second semester.

An internal E-mail communication net is planned (intranet), in such a way institutional information will be sent to the officials. Also an internal web site will be functioning, where one will be able to read all the institutional information developed by knowledge management, once they have been appropriately documented and approved by the authorities.

Modernization of the Faculty of Economic Sciences logo

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16 Morales Flores, (2003) page 19.



Searching how to symbolize the desire of improvement of the oriented actions, to satisfy internal and external necessities, a new modernized logo has been developed.

The proposal after being analyzed by the authorities' directives was presented to the Faculty Council and approved.

With the new Faculty Logo, there will be prepared:

- Letterhead for institutional documentations
- Triptych for the Mission and vision diffusion
- Banderole
- Posters
- Other institutional materials

### **CHANGES IN MENTAL OUTLINES AT INDIVIDUAL AND COLLECTIVE LEVEL**

Criteria Manual for client attention

This implies to educate the individuals so that they understand the advantages that are derived from mutual knowledge communication, generated by each one of them.

Academic Relationship Student – University

Communications is one of the biggest challenges in organization management.

In general faulty communications are generated because people do not have the preparation to communicate in an effective form, which affects the capacity to gather information, to select it, to transmit it in efficient form to other people or units with the purpose of solving management problems.

In such a sense the Faculty of Economic Sciences presents a material of "Client Attention" that seeks to serve as a guide in the attention to the public in general.

As for the necessity of creating new paradigms in the different organs, a draft has been circulated to gather contributions from the other Faculty.

Once the contributions have been received, as an internal policy, the Faculty Council's approval has been requested.

However when the draft was returned, we detected reaction to the use of the term "Client"

Lepeley says that it is natural to observe this reaction. The use of the term client has been

antagonistic to education as a result of a historical isolation between education and the commercial / enterprise function.

The concept of consumer or client is important, because an organization, of any nature, without a consumer or a buyer for its products or services, has no social or economic right exist.

The university institutions only exist because there are students that require services; with the result that the students are Education's "direct clients".

They are identified as "direct clients" because they receive the immediate benefit of the educational services. For this reason, it is important to incorporate the concept "client" and to recognize the importance of a good attention to the client.

An exploration and follow up of client attention criteria of the manual, will be carried out by means of a short survey, with open questions asked to the authorities, with the purpose of evaluating the impact, opinions and so establish possible action courses on the topic.

#### Access and Diffusion Initiative Impact

The new information and communication theologies allow one to establish relationships and to develop activities.

At present Internet and the Web give access to intentional promotion better than at local or national level.

Knowledge management helps towards the integration of the institution with the national or international community.

The knowledge exchange between employees, directives and students supposes a potential benefit that translates itself into a service improvement for the user and closer collaboration within the Faculty itself.

## **TEACHING AND LEARNING INITIATIVES**

### Strengthening the Academic Community

#### Determining the Faculty of Economic Sciences Mission and Vision

The Catholic University for the execution of its mission, the realization of its future vision and the attainment of the objectives that it intends to have, depends fundamentally on its strength as

an Academic community.

For that reason it is necessary that the Academic Community intensely knows shares and lives the Mission, the Vision, the Fundamental Principles and the policies of its university.

Then this community will be able to guide its ideas, its actions and its mental, physical and spiritual energies in one only direction, and towards the same objectives, that that in turn would allow the optimization of the whole available resources.

The ends, mission and objectives constitute the "intentional" aspect of university management. But most of the actors non internalize the scope of the institutional purposes and the fact that the explicit, does not become implicit for the actors, has consequences later in the institutional coherence, a quality that has great implication in the effectiveness of the universities.<sup>17</sup>

The invigoration of the Academic Community supposes an active participation of all the actors and levels of the Catholic University in university life.

Rejoin the purposes with the action and with the results constitute one of the basic challenges of knowledge management.

So, looking for students' participation following precepts of a democratic and participative leadership, the collaboration of course presidents was requested, so that they present a vision of the Faculty they desire. Didactic material was produced, so as to help them to work, it was called "The house that I want to build" as an analogy and motivator.

Of the works received from the courses, plus the queries, concerns and suggestions manifested by the Faculty of Economic Sciences Professors' Cloister, the vision, the Faculty mission has been sketched:

Once corrected by the Faculty Council, material has been prepared to be sent to each member of the academic community, so that they feel identified and committed with the Faculty vision and mission.

The result is the following:

Our Faculty Vision

Our ideal of what we want to be... our dream of a Faculty is

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17 Lindo, Augusto (2005) Page 32

To be a university Center recognized in the community for:

- The transmission of traverse, deontological, ethical and Christian values.
- The formation of professionals in economic sciences of the best level.
- The educational rendering of services with computer technology.
- The development and generation of research attitudes and the development of postgraduate courses, specializations and masters.
- The constant educational optimization of professors and programs.
- The integration to the regional companies through internships, seminars, labor opportunities and other enterprise activities.
- Good attention, useful rendering of services and effectiveness in administrative process.

#### Our Faculty Mission

Our reason of being... That for which we come to work day by day... our zeal in the daily activity...To form future entrepreneurs, university professionals with Christian values, who when they graduate, with a qualifying professional title, will also have knowledge of a second foreign language, computer information, research and research skills and competence in the use of computer tools useful in their profession, capable to occupy the best positions in public and private companies, domestic and of the region.

#### Faculty of Economic Sciences Values Determination

The values should be understood as principles that are part of the institution culture. These values have been selected by the Faculty professors within the Cloister with presence of the Dean in August 2005. They are commented by the order of importance assigned, according to the quantity of votes selected by the professors for each item:

#### Responsibility

"To respond for", is understood as. Responsibility is fundamental in any institutional environment to achieve those essentials ones. To take charge of the own matters, according to the home classification, and the execution of personal and professional matters, as being punctuality, attendance to classes, complete development of the studies program contents, respect to the students and execution of the statutory and regulation principles.

## Aperture to Change

Innovations are necessary to change and to improve in search of constant improvement, so aperture to change, is important. Change must be properly negotiated, communicated, organized, institutionalized, serious and responsible.

## Team work

The synergy created by the contribution of several members of a human group is recognized in the scientific environment by its good results. In such a way the multidisciplinary professional teams, functionaries, students and professors appropriately managed, are important elements in our Faculty.

## Professional ethics

Professional ethics or deontology of the profession itself is a high Faculty ideal, to be transmitted to the students by the professors, according to the professional norms and those dictated by the Catholic Church Christian dogma.

## Professionalism

To be professional in what is undertaken, implies the due care and seriousness in the diverse tasks to be carried out in the Faculty, be it teaching or administration or its management.

## Respect

The respect to oneself and to our fellow man, are the bases for relationship and professional linking between professors and students, as well as between the Faculty colleagues and authorities. A respect that looks for integration and the development of companionship collaboration and friendship among all educational community members. Commitment

The commitment, with which one does things, makes one do them well and happily, enthusiastically in the task to be developed, with a contributive spirit, of reflexion and constructive criticism.

## Training

Training is a fundamental tool for the person and organization's growth. The incentive of participation in courses, seminars and upgrades are principles that sustain the very existence of our Faculty.

## Moral Principles

The moral and ethical principles make to the person's formation and they allow each one to enjoy the trust and the respect of the environment in which they act and live.

## Christian ethics

Christian ethics and Church doctrine are rector principles in which teaching is based, and what is done in the classroom, goes beyond it, and transcends the institutional environment, becoming, the restrictive mark between what can be done and what should be done.

## Implementation proposal

- The elaborated material will be handed to each professor in the cloister, so as to share the Vision, Mission and governing principles of our Faculty.
- As for the implementation of the Vision the professors are requested to incorporate into their subjects, as a practical work, additional to the program, a research, monograph or lectures as to ethical, Christian and professionals aspects.
- Looking for service quality the professors are requested to fulfill with what is elementary, (to deliver all classes, to develop the whole contents, to use up-to-date bibliography and other programmatic activities, foreseen for their subject.
- In strategic places the papers are placed with the description the Vision, Mission and Values of the Faculty of Economic Sciences.

## Teaching and Learning Initiative Impact

Knowledge management is important not only to verify the correspondence between the ends and the results, but also for inform between the actors (professors, students) the institutional purposes.

The fundamental thing is to guide knowledge to solve society, economy and state problems

## **INITIATIVES IN GOVERNMENT'S DIMENSION AND MANAGEMENT**

### Flowchart elaboration

Keeping in mind the Faculty growth, and the necessity of a permanent structure and processes adaptation for the execution of its objectives, a flowchart has been made as to quality norms.

### Writing of organization and functions Manual

A survey of the Faculty's different organ functions was carried out, with the purpose of editing the manual. After long studies and analysis by Council members and doing the corresponding corrections, "the organization manual and functions of the Faculty of Economic Sciences ", was approved.

#### Students and Professors' Letter of Duties and Rights

Taking into account, students' participation in the competition "the Faculty that we want to be" and wishing them to participate in the development of a shared vision, they were also requested to present their proposals for duties and rights. With this material, the Students and Professors' Letter of Duties and Rights, was edited. The document was subjected to the analysis of the Faculty Council, which approved it

#### Guide for Students' Administrative Paper Work.

The requirements as to documentation and the steps to be done have been studied and written out. Each administrative step is clearly explained, (enrollment, subject equivalents, payment of quotas, payment of exam rights, etc).

#### Documents Repositories

It is the library file, on paper and on the virtual file through an internal or external web site.

#### Impact of Government and Management Initiative

It is important to point out the development of an intelligent organization endowed with an information system at the service of all the actors and of an information culture that assures the collective capacity to adapt itself to reality changes.

#### Initiatives for Strategic Direction

When we speak of "knowledge management", we are definitively not speaking of anything else but the group of decisions and processes tending to preserve and to improve the so called "intellectual capital" of the organization and obviously this is expressed, starting from human behavior. <sup>18</sup>.

In such a sense, this work is a synthesis of the actions planned to go ahead in this Faculty, considering the general policies framework of the Catholic University.

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18      Grosso, Fernando (2005) Knowledge Management. Page 150

The plan is flexible therefore changes, will be able to be carried out. As the respective actions are evaluated.

The following strategic pillars have been approved; one makes allusion to the quantitative and another to the qualitative.

- Strategy of revenues growth: To improve profitability, when enlarging the quantity of services used by the current and new students.
- Strategy of improving the operative efficiency and management: To improve the efficiency of the operations (educational and administrative services) lent to the students, incorporating qualitative strategic innovations in the organization, market differentials and an extended offer to the current and potential student, considering ethical and Christian values.

### **Strategic Plan 2005-2008**

The Faculty Dean's Office, echoing the desire and initiative of the Academic Direction decided to carry out the Strategic planning of the Faculty of Economic Sciences.

The realization of the Strategic Plan is based on the participation principle, which allows to respond to the expectations and academic necessities of the institution and it makes all of them responsible for all the execution and achievement of the proposed objectives.

The document is the result of a team integrated by the responsible for the research and studies Center, the academic secretary and a team of professors which were summoned by the Dean so as to offer innovative proposals, to improve, in a planned way, the quality of university services, within the framework, of a vision shared by the educational community.

For the elaboration of the First Strategic Plan for the Faculty of Economic Sciences, the Dean proceeded to select a group of 10 professors, working full time in the Catholic University.

Planning Sessions were developed in which the professors analyzed in groups the document "Catholic University Institutional Academic Project".

From this analysis the concrete actions, suggestions and plans arose to solve the local problems.

Implying all instances and sectors of the university demos. A survey was applied to students and a lot of information about the Faculty of Economic Sciences' Cloister was gathered.



All contributed was analyzed in the cabinet and a draft of the Plan was edited, which was sent to the group of professors so that they could present their final objections.

The draft after being discussed with the Dean was presented to the Faculty Council for its approval.

### **Implementation proposal**

The Faculty strategic plan has as a tool a Strategic Map and a Matrix, with indicators and strategic inducers, which will be used for its implementation.

So, and according to the current organizational structure, the Dean and the Executive Committee are responsible for the management.

To such ends a periodic revision, of the evolution of the indicators, the reaches, adjustments and corresponding achievements, will be carried out.

### **CONCLUSIONS**

The work of making explicit, implicit, has given a solid result, it has been possible to incorporate to the process the official institutional information sources, which help the Faculty action.

Initiative for information Access and Diffusion

- “Modernization of Faculty logo.
- Upgrade the Faculty of Economic Sciences’ Web page.
- Attention criteria for the clients’ Manual.
- Internal site accessible from PC’s

Initiatives for Teaching and Learning

- Faculty of Economic Sciences Determination of Vision and Mission.
- Implementation of a Vision and Mission program diffusion.
- Initiatives for the Government and Management
- Elaboration and diffusion of students' Duties and Rights.
- Elaboration and diffusion of the Duties and the professors' Rights
- Administrative Steps Guide for students

- Flowchart elaboration
- Writing of organization Manual and functions.

Initiatives for Strategic Direction

- Strategic Plan

## **RECOMMENDATIONS**

Starting from this work, create new management knowledge systems initiatives.

And through a system of knowledge management to achieve the change of an academic model irrelevant to the culture of scientific discovery and the technological innovation lacking organic nexus with the development of State or company, with the idea of a university bound to the demands of the community.

**"KNOWLEDGE HAS LITTLE VALUE FOR AN INSTITUTION IF IT IS NOT SHARED"**

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