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KNOWLEDGE MANAGEMENT AT TOURISM ENTERPRISES

Knowledge becomes an important factor in economic growth at the present stage of the world economy. Tourism, as one of the world's major economic sectors, will ultimately be required to adapt to the changes in the world market. Therefore it is suggested that if tourism enterprises have to remain competitive in this changing period, adoption of a knowledge management approach will be required to transform tourism research into capabilities for the sector. The base for the competitiveness of tourism enterprises is unique knowledge and intellectual property of the personnel. This article discloses the importance of knowledge management in tourism enterprises as a basis for the forming process of the competitive benefits. The effective formation, development, and use of knowledge become the strategic task for modern tourism enterprises.

Keywords: knowledge, knowledge management, tourism, tourism enterprises, competitiveness, management approaches, management methods.

Introduction. Modern organizations should pay considerable attention to knowledge as a source for obtaining competitive benefits by obtaining information on the state of the internal and external environment and contacts between them. Only through the understanding of their own capabilities and how they correlate with consumer needs of products, an organization can develop its own competitive benefits. Organizations should explore their own activities, and their connection with the external environment constantly and continuously.

The majority of the organizations, that are included in tourism field, consider knowledge as their most valuable and strategic resource. It is obviously for enterprises that they must effectively manage intellectual resources and capabilities to remain competitive. Integrated focus of technical and organizational initiatives together (e. g., IT-supported knowledge management) can provide a comprehensive infrastructure to support knowledge management processes, but it is not the guarantee for investments and realizing the objectives for tourism enterprises.

The analysis of recent research and publications. Among the most authoritative researchers in the field of general theory of knowledge management, are authors such as T. Davenport¹, M. Earl², K. Wiig³, L. Prusak⁴, P. Senge⁵.

During development of knowledge management, the greatest successes have been achieved by foreign scholars and management practices: I. Nonaka, H. Takeuchi⁶, Je. Broking⁷, U. Bukovich⁸, T. Stewart⁹, E. Willer¹⁰, J. Harrington¹¹, L. Edvinsson¹².

The purpose of the research is to substantiate the importance of knowledge management at tourism enterprises. Despite the large number of works devoted to knowledge management issues, the topic chosen for research can be considered insufficiently developed.

¹ Davenport, T. (1998). *Working Knowledge – How Organizations Manage What They Know*. Harvard Business School Press.

² Earl, M. (2001). Knowledge management strategies. *Journal of Management Information Systems* 18 (1), 215-223.

³ Wiig, K., Hoog, de R., Spek, R. (2002) Supporting knowledge management: a selection of methods and techniques. *Journal of Knowledge Management*, 13 (1), 15-27.

⁴ Davenport, T.H., Prusak, L. (2000). *Working knowledge: How organizations manage what they know*. Boston, MA: Harvard Business School Press.

⁵ Сенге, П. (2003). *Пятая дисциплина. Искусство и практика самообучающейся организации*. Москва: Олимп-Бизнес.

⁶ Nonaka, I., Takeuchi, H. (1995). *The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation*. New York: Oxford University Press.

⁷ Брукинг, Э. (2006). *Управление интеллектуальным капиталом: проблемы и решения*. СПб: Питер.

⁸ Букович, У., Уильямс, Р. (2003). *Управление знаниями: руководство к действию*. Москва: ИНФРА-М, XVI.

⁹ Стюарт, Т.А. (2007). *Интеллектуальный капитал. Новый источник богатства организации*. Москва: Поколение.

¹⁰ Джанетто, К., Уилер, Э. (2005). *Управление знаниями: Руководство по разработке и внедрению корпоративной стратегии управления знаниями*. Москва: Добрая книга.

¹¹ Harrington, H. James, Voehl, F. (2007). *Knowledge Management Excellence: The Art of Excelling in Knowledge Management*. Paton: Professional.

¹² Edvinsson, L., Malone, M. S. (2001). *Kapital intelektualny*. Warszawa : PWN.

Main material. Knowledge in the broadest sense is meaningful and classified facts, data, principles, procedures for obtaining information and data, examples, means for explanation, etc. They can be transmitted in the form of instructions, traditions and structured information. Knowledge can also be presented in the form of accumulated experience, ie theoretical and practical knowledge. Theoretical knowledge consists of fundamental concepts, hypotheses, principles, models that have been identified and generalized by leading experts as a result of relevant work. Practical knowledge consists of applied theory, empirical rules, experience and other rational models, which are constantly used in the current work.

Thus, knowledge can be represented as a combination of experience, values, contextual information, expert assessments, which makes it possible to evaluate and incorporate new experiences and information. Knowledge exists in the minds of those persons who know. At the enterprise, it is fixed not only in documents, but also in processes, procedures, norms, in general in practice.

Quite often the term «knowledge» is identified with the term «information». However, there are some differences between them. So «information» is often represented as data that are organized and transmitted in a certain way, as a movement associated with the transfer of knowledge, that is, information is the base of knowledge. At the same time, knowledge can be defined both as a product of information application, and as a tool for its interpretation. They are dependent on the social and technological context.

The main properties of knowledge can be attributed to the following facts:

- knowledge can be simultaneously used by a significant number of consumers without loss of quantity and quality;
- knowledge does not disappear as it is used, i. e. knowledge is inexhaustible;
- knowledge is very difficult to assess;
- the quantity of knowledge does not reduce their quality;
- knowledge does not depend on the spatial location, but depends on the time because can quickly get out of date;
- knowledge may be transferred irrevocably, or under appropriate conditions;
- knowledge largely depends on the intellectual, and sensory properties of the person;
- knowledge depends on the social context.

Knowledge can be considered in several aspects, namely, as:

- resource used in the activities of an organization, such as labor and capital;
- an important economic product associated with new forms of organization activities based on trade in knowledge products, such as consulting, licensing, etc. ;
- a base of an organization and economic activity of business entities;
- an industry that is growing at a fast tempo and influencing social development.

Being as an organization resource, knowledge has a number of features:

Firstly, the use of knowledge leads to its accumulation, multiplication and distribution, while the use of other resources that are finite (e. g. material and monetary resources), on the contrary, leads to a decrease in their volume.

Secondly, the application of knowledge in an organization is capable of increasing labor productivity by tens and hundreds of times, while activating a new demand for knowledge¹; knowledge in this case acts as the productive force of the subject of management.

Thirdly, knowledge is the available resources for their acquisition and distribution at the expense of technology and communication capabilities of a person.

In recent years, knowledge has become one of the main resources in the tourism industry, which can significantly affect increasing for its competitiveness, investment attractiveness, and capitalization levels.

The main thing in the economy based on knowledge is not so much in creating new knowledge, but it is in its productive use.

For the first time, the term «knowledge management» was used in 1986 in the statement by Carl Wiig at the UN conference in the context of IT solutions aimed at preserving, structuring, analyzing, searching for reports, analytical notes and other documents describing some successful experience in industry or within the company itself.

At the present time, despite the fact that since the first use of the concept of knowledge management has passed almost 25 years, there is no one whole definition of this concept, which may be due to the multifaceted nature of this process. In the scientific literature you can find the most varied definitions for knowledge management.

The importance of the «knowledge management» category is increasing every year, reflecting the objective requirements for the development of high-tech production, the informatization of society, and the increasing role of human capital in the post-industrial economy. Table 1 represents an analysis of the scientific definitions of the category «knowledge management».

¹ Желена, М. (2002). *Информационные технологии в бизнесе: Энциклопедия*. СПб: Питер.

Table 1

Definitions of the «knowledge management» category by various authors

| Author | Definition |
|----------------------|---|
| Nort, D. | Components of the knowledge management process: providing knowledge; application of knowledge; knowledge transfer; digestibility of knowledge; knowledge improving, updating and expanding knowledge, forgetting an outdated knowledge ¹ |
| Chernikov, K. | Knowledge management includes the following activities: development of a common business strategy; dissemination of advanced experience; training the staff; getting knowledge about customer; management of intellectual resources; innovations ² |
| Stounhaus, D. | Knowledge management includes processes: knowledge generation; formalization; knowledge diffusion (spreading); coordination and control of knowledge, which effectiveness depends directly on the organizational culture, the organizational structure of the enterprise, its infrastructure and communication contacts. ³ |
| Varlamova, Z.N. | Knowledge management is one of the intellectual capital management subsystems that includes following subsystems: innovation management, human resource management, information management, business process management ⁴ |
| Mil'ner, B. Z. | Knowledge management is a new cross-functional discipline and a new type of management activity aimed at intensive use of intangible assets as main resources of the knowledge economy and stimulating innovation in order to maximize the efficiency of the economy at the national and international level ⁵ |
| Harrington, H. James | Knowledge management is a strategy for transforming company's intellectual assets, including recorded information (explicit knowledge), into new values, into increasing its productivity and competitiveness ⁶ |
| Ruggles, R. | Knowledge management is an approach to adding or creating value through more active use of know-how, experience and opinions that can be found inside, and in many cases outside the organization ⁷ |
| Dzhanetto, K. | Knowledge management is a process in which employees consciously create, structure and use a company's knowledge base. ⁸ |
| Wiig, K. | Knowledge management – the systematic formation, updating and application of knowledge in order to maximize the efficiency of the enterprise ⁹ |
| Petuhov, V.I. | Knowledge management – a set of organizational procedures, organizational units and computer technologies that ensure an integration of various sources of the knowledge and their collective use in business processes ¹⁰ |

There are two approaches to knowledge management. The first is the personifying or intuitionistic approach, which is based on the fact that the knowledge bearer (experts) keep it and share it. The main thing in knowledge

¹ Норт, Д. (1997). *Институты, институциональные изменения и функционирование экономики*. Москва: Фонд экономической книги Начала.

² Черников, К. (1999). Что такое «управление знаниями»? *Носорог*, 12.

³ Стоунхаус, Дж. (1999). Управление организационным знанием. *Менеджмент в России и за рубежом*, 1, 1-4.

⁴ Варламова, З.Н. (2006). *Теоретико-методологические основы управления знаниями в организации*.

Екатеринбург: Институт экономики УрО РАН.

⁵ Мильнер, Б. З. (2003). Концепции управления знаниями в современных организациях. *Российский журнал менеджмента*, 1, 57-76.

⁶ Harrington, H. James, Voehl, F. (2007). *Knowledge Management Excellence: The Art of Excelling in Knowledge Management*. Paton Professional.

⁷ Ruggles, R. (1998) The State of the Notion: Knowledge Management in Practice. *California Management Review*, 40 (3).

⁸ Джанетто, К., Уилер, Э. (2005). *Управление знаниями: Руководство по разработке и внедрению корпоративной стратегии управления знаниями*. Москва: Добрая книга.

⁹ Wiig, K., Hoog, de R., Spek, R. (2002). Supporting knowledge management: a selection of methods and techniques. *Journal of Knowledge Management*, 13 (1), 15-27.

¹⁰ Петухов, В.И. (2007). *Инновационный менеджмент: управление знаниями в организации*. Н.Новгород: Волго-Вятская академия гос. службы.

management is employees, their motivation, communication, organization culture, and technology is just an infrastructure. The second approach is an informational or technological approach, which is based on the fact that modern organizations, especially large corporations, are accumulators for amounts of data stored by operational and transactional systems in various functional divisions. For the knowledge search in data arrays and process them, the information and intellectual technologies, which reveal hidden dependencies and rules in data are needed. Knowledge is considered as accurate information¹. The integration of the above approaches can be seen in a conceptual knowledge management model, in which three interrelated components can be distinguished:

- knowledge infrastructure. Two constituents of this component are: the existing structure and organization processes; sources of knowledge.
- culture of knowledge. Companies must provide a cultural environment that would promote exchange for knowledge. Creating an effective culture of knowledge includes an awareness of the importance of the human's role as a bearer of the knowledge, and creation of the human's interest in exchange of the knowledge.
- knowledge technology (data and text research; document management system; tools for organizing collaboration; corporate knowledge portals; decision support tools).

Thus, knowledge management can be defined as the direction of an organization's management, representing the process of transforming the main proprietary components of intellectual property into material values and the added value of products. Knowledge plays a significant role in all aspects of organizational life, in the formation of values shared by all participants in the organization on which the knowledge management system relies. These values of the organization include: openness, participation, delegation, dialogue, trust and honesty. General knowledge, taking into account the values of the organization, constitutes organizational knowledge, on which the organization's capabilities are based for change in order to survive and develop, which are developed due to the knowledge of each employee of the organization and include an overview of the principles, rules, methods, skills, facts that ensure the organization's business activity, as well as experience and professional qualities of employees.

A knowledge management system at tourism enterprises covers several areas of management activity and is implemented through a targeted impact on the organization's human resources in order to achieve current and future goals and objectives of the enterprise through management: corporate training; career of employees; staff motivation; organizational culture; a system of internal communications; assessment of staff activities.

By managing the knowledge, tourism enterprises perform the following key functions:

- a) the acquisition of knowledge – the use of already existing knowledge in the world and their application in the organization (for example, in the open trade mode, to attract foreign investment, and enter into licensing agreements), as well as obtaining new knowledge through research and development;
- b) the assimilation of knowledge (for example, providing universal primary education, the creation of opportunities for lifelong learning and the development of higher education systems);
- c) the transfer of knowledge – the use of new information and telecommunication technologies, the appropriate legal regulation, and providing an access to information resources.

For successful and viable outcomes of knowledge management in tourism enterprises, many factors may play important roles. Some of them are following:

The role of culture. Culture plays an important role in how knowledge management function is being implemented in tourism enterprises. Four knowledge management challenges domain involves human interactions. These are technical, social, managerial and personal. The sum total of individual knowledge can be collective knowledge by developing a culture that values knowledge sharing and knowledge creation. It is accepted that organisational learning culture is important for knowledge creation.

Knowledge management processes. Considering the process-based view of management theory, major categories of knowledge-focused activities can be an answer for what can be managed about knowledge: 1) generating/creating new knowledge; 2) accessing valuable knowledge from outside sources; 3) using accessible knowledge in decision making; 4) embedding knowledge in processes, products and/or services; 5) representing knowledge in documents, databases and software; 6) facilitating knowledge growth through culture and incentives; 7) transferring existing knowledge into other parts of the organization; 8) measuring the value of knowledge assets and/or impacts of knowledge management.

Knowledge creation. Knowledge creation can be possible in a shared space for emerging relationships. The effective creation of new knowledge, especially tacit knowledge, hinges on strong caring relationships among the members of an organization. Sharing tacit knowledge can be possible through joint activities such as being together, spending time, living in the same environment, known as socialization stage for knowledge conversion. Knowledge management efforts must focus more on tacit knowledge and experiment with new organizational forms, cultures and reward systems to enhance interpersonal interaction and social relationships.⁵ Human relationships are themselves a function of the organizational culture.

¹ Абдикеев, Н.М., Киселев, А.Д. (2011). *Управление знаниями корпорации и реинжиниринг бизнеса*. Москва: ИНФРА-М.

Leadership. Knowledge is manageable only when leaders embrace and foster the dynamism of knowledge creation. Lack of support from senior management, specifically visionary, moral and fiscal resources, knowledge management efforts cannot be successful. Top management must realise that knowledge needs to be nurtured, supported, enhanced and cared for. What they should consider for enabling knowledge creation is to think in terms of systems and ecologies which can provide for the creation of platforms and cultures where knowledge can freely emerge.

Learning & Participation. Learning cannot be limited to acquire facts and techniques. People learn through participation in communities of knowledge by embodying their particular perspectives and practices. Knowledge work is dominated communication, deliberation, debate and negotiation. Knowledge is created as practitioners see the logic of each other's thinking in communities who have common interests. To facilitate learning, the culture of the organization must nurture a climate within which learning and knowledge are highly valued, empowerment of individuals, motivation to questions are required. Leadership is crucial for such a culture. Building trust to encourage sharing and experiential learning of tacit knowledge is the responsibility of leadership. For achieving knowledge management benefits, a corporate learning strategy should be developed in tourism enterprise.⁶

Strategy. Knowledge management efforts lack of strategy link and even it is not a key evaluation criterion or motivating factor. Decisions are made in a context including a business strategy along with a set of experiences and skills, a culture and structure, and a set of technology and data. In an organization, in creating value, people can use their competence externally or internally. External structure consists of relationships with customers, suppliers and the image of the firm. Internal structure consists of concepts, management, administrative systems, models, attitudes. Successful knowledge strategy must be explicit and clear links to business strategy.

The methods that a knowledge management function uses are variable, and depending on the stage of knowledge acquisition. T. Davenport and L. Prusak in their works highlighted the following stages of management: the definition of knowledge important to achieve the goal; accumulation of knowledge, methods, experience, qualifications; selection of the necessary knowledge, evaluation of their usefulness; Storage: the necessary knowledge is classified, recorded in the organizational memory, a professional intelligence is its integral part.

Prusak L. singled out three ways:

- buying knowledge: hiring qualified employees, partnership;
- knowledge rental: hiring consultants, attracting third-party organizations on a subcontract basis, assistance from consumers, suppliers;
- knowledge development: training at work and outside, inviting trainers, spreading existing knowledge¹.

The methods of knowledge management in tourism enterprises include:

1. Methods for management of formalized knowledge.
2. Methods for management of non-formalized knowledge.
3. Highly specialized and universal methods for knowledge management.

Methods for management of formalized knowledge. A management of formalized knowledge in modern enterprises is carried out using information technology. Knowledge formalization on paper media is almost completely a thing of the past, since it is less convenient and reliable than the electronic form. Information technologies allow to ensure the safety of knowledge in the organization and the effectiveness of operations with them. The main methods and tools of information technology used for knowledge management include:

Knowledge Bases are databases containing the experience and knowledge of company employees, a description of various problems and their solutions, as well as potentially possible professional situations and rules of behavior. Such knowledge bases may contain best practices, mistakes made, etc.;

Document management systems are systems designed for the store of documents in electronic form, using which their indexing, search and access to them by employees of the organization is ensured; Information retrieval systems are search tools for employees' requests, combining search through all databases and knowledge available in the company;

Means for online data presentation (OLAP – online analytical processing, data mining and text mining) are analytical tools that provide the ability to search and evaluate patterns in data arrays, that is, the creation of new knowledge, using statistical and mathematical modeling methods;

Decision support systems are systems based on artificial intelligence, expert systems, etc.².

All the listed methods for management of formalized knowledge can be used in an organization both individually and as part of a general knowledge management system. The main condition for the effectiveness of these methods is their integration with the company's business processes and the existing corporate information system.

¹ Davenport, T.H., Prusak, L. (2000). *Working knowledge: How organizations manage what they know*. Boston, MA: Harvard Business School Press.

² Горбунова, Е. Н. (2016) Управление знаниями в организации. *Менеджмент качества*, 1 (33), 5.

Methods for management of non-formalized knowledge. Managing non-formalized knowledge in an organization is a complex social process that is based on the methods of building social networks and communication tools between employees¹. At the same time, methods for managing non-formalized knowledge can be both in personal interaction and in interaction with the use of information technologies. An example of knowledge management methods based on personal interaction can be the organization of meetings and meetings of employees, the creation of conditions for informal communication, corporate events, etc. An example of knowledge management techniques based on interaction with the use of information technologies can be the use of various types of communication between employees – telephone, emails, forums and web conferences, blogs and social networks, etc.

In addition, the organization can apply the methods of building social networks, which are part of the system of management of non-formalized knowledge. These include: Corporate Yellow Pages; Search engines expertise; Best practice systems; Professional communities; Mentoring and mentoring systems². These methods of knowledge management contribute to the strengthening of relationships among employees of the organization, the transfer of knowledge and the exchange of them.

Highly specialized and universal methods for knowledge management. Highly specialized knowledge management techniques may relate either to a specific category of knowledge, or to the process of formalizing the non-formalized knowledge of employees. The use of such methods is appropriate when the organization owns any specific knowledge or aims to prevent the loss of knowledge caused by the living of employees who own them. The essence of these methods is to create programs and systems used to translate the knowledge of particular employees into the knowledge of the organization.

Each organization independently makes a decision on how to manage its own specific knowledge, depending on its capabilities and needs. The most effective is considered to be the use of a combination of suitable management methods for formalized and non-formalized knowledge, as well as the introduction of specialized tools, due to the organization's knowledge needs.

Conclusions. As with other sectors, knowledge will become the fundamental factor underpinning successful tourism enterprises. Compared to other fields, the transfer of knowledge management concepts to the tourism sector has been slow. For successful and viable outcomes of knowledge management in tourism enterprises, many factors may play important roles. Some of them are the role of culture, knowledge management processes, knowledge creation, leadership, learning and participation and the strategy. The tourism sector is dominated by small-to-medium sized enterprises, which are traditionally research averse. As a result tourism research has not been subject to a knowledge management approach and the sector is not as competitive as it could be.

Today, intercultural knowledge is becoming increasingly important for the business world. International cooperation, globalization require intercultural literacy. Understanding national characteristics will help to formulate something in common that can help explain the behavior of governors and controlled people in modern society. Knowledge of deeply rooted attitudes and judgements, characteristics, patterns and behavioral traditions among people of different cultures will help not only to improve and broaden their horizons, but also to make more effective management decisions. Thus, knowledge management is crucial to the success of enterprises in building and maintaining long-term business relationships in a multicultural environment.

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² Вовк, Я.Ю. (2013) Процес управління знаннями підприємства та його особливості. *Науковий вісник НЛТУ України*, 23 (17), 343-352.

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