Revista Românească pentru Educație Multidimensională
ISSN: 2066-7329 | e-ISSN: 2067-9270
Covered in: Web of Science (WOS); EBSCO; ERIH+; Google Scholar; Index Copernicus; Ideas RePeC; Econpapers; Socionet; CEEOL; Ulrich ProQuest; Cabell, Journalseek; Scipio; Philpapers; SHERPA/RoMEO repositories; KVK; WorldCat; CrossRef; CrossCheck

2023, Volume 15, Issue 4, pages: 81-87 | https://doi.org/10.18662/rrem/15.4/781
Submitted: May 9th, 2023 | *Accepted for publication:* September 27th, 2023

Analysis of the Relationship Between Knowledge Management and Project Management

Ioana Raluca GOLDBACH [1]
Liliana MARINESCU [2]
Adrian Cosmin BAICU [3]

[1] Valahia University of Targoviste,Romania, ioana.goldbach@icstm.ro
[2] Valahia University of Targoviste, Romania, lilianamarinescu41@gmail.com
[3] Valahia University of Targoviste, Romania, baicuadr1an@yahoo.com

Abstract: *The economic value of all projects is well known nationally and internationally, yet many economic actors fail to give enough voice to project experts at the strategic level. The climate emergency, the global pandemic, the decisions of the European Commission and the European Parliament, and the post-Brexit environment have created a perfect storm when companies plan their mid- and long-term strategies. For this competition, ADI ITI Danube Delta built the first national strategy development tool. Under the motto of this mechanism, below I present the methodology of knowledge management and the projects developed in the ITI Danube Delta region.*

Keywords: *knowledge management; projects management; decisions; strategic.*

How to cite: Goldbach, I. R., Marinescu, L., Baicu, A. C. (2023). Analysis of the relationship between knowledge management and project management. *Revista Românească pentru Educație Multidimensională, 15*(4), 81-87. https://doi.org/10.18662/rrem/15.4/781

©2023 Published by LUMEN Publishing. This is an open access article under the CC BY-NC-ND license http://creativecommons.org/licenses/by-nc-nd/4.0/

Introduction

This paper focuses on the analysis of the relationship between knowledge management and project management. The economic value of all aspects of the project is recognized nationally and internationally, yet many economic actors fail to give project experts a sufficient voice at the strategic level. The climate emergency, the global pandemic, the decisions of the European Commission and the European Parliament, and the post-Brexit environment have created a perfect storm when companies plan their mid- and long-term strategies (Portny, 2013).

In this regard, the first strategic development instrument, the ADI ITI Danube Delta, was established at the national level. This body is a group, whose main objective is to coordinate the organization, regulation, financing, monitoring and capacity of administrative and local actors involved in the Danube Delta. Integrated Sustainable Development Strategy for the Danube Delta (World Bank, 2014, 2015).

The ADI-ITI DD plays an important role in prioritizing projects related to the integration strategy, supporting local level beneficiary development and project preparation, as well as ensuring early prevention of problems faced by the project (Government of Romania, 2016).

In this sense, ADI ministries assign specific responsibilities depending on the project cycle (Pataki, 2009).

ITI projects are addressed to respective governing authorities and follow the general procedures of their respective operating programs.

The protocol referred to in point 1127 of the Partnership Agreement 2014-2020 was implemented through a four-page protocol signed between the Ministry of European Funds, the Ministry of Regional Development and Administration, the Ministry of Agriculture and Rural Development and the Association. For development between communities. ITI Danube Delta (ADI-ITI DD) (2020).

Based on the motto of this mechanism, below we introduce the knowledge management approach and projects developed in the Danube Delta ITI region.

ADI ITI Danube Delta is a sustainable organization, rational construction and socially responsible enterprise.

The success recorded by ADI ITI Danube Delta shows that sustainability does not depend on the number of local investment vehicles at the national level, but on the ability to create, acquire, disseminate and use knowledge. Through these, many viable projects can be developed to solve economic, social and environmental problems. Knowledge management and

project management are therefore intertwined and mutually supportive at the ADI ITI Delta Denali level (Figure 1) (Braat, 1991, pp. 57-58).

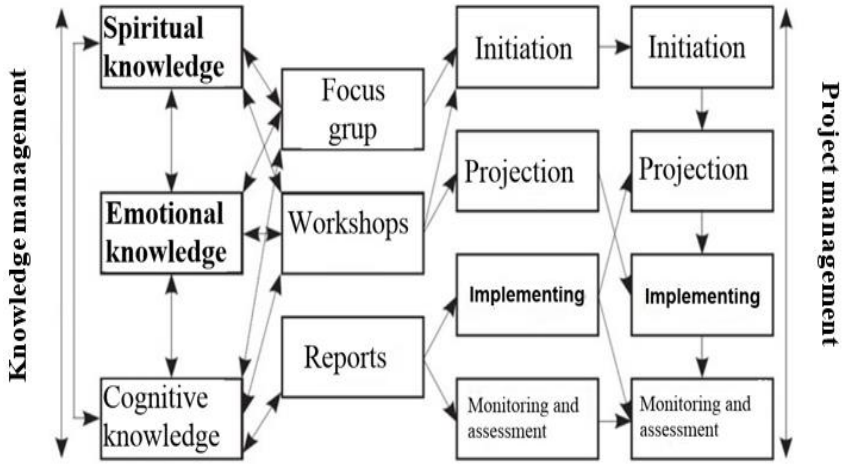


Figure 1 – The correlation between the two types of knowledge
Source: (Leon, 2014), corelated with the ADI ITI Delta Dunarii project management schema.

The emotional, spiritual and cognitive knowledge is captured from the internal and external environment of this organization; they are disseminated within the focus groups and the meetings within the territory, so that later they are transposed in an explicit and measurable form.

This will allow the outline of a concrete form of general projects that will be easy to understand, both by the members of the specialized apparatus, as well as by the internal and external environment, direct partners and beneficiaries.

On the other hand, the efficient use of the knowledge possessed by the team will facilitate the monitoring and evaluation of the projects, regardless of the area in which they will be implemented.

The use of measurement and performance tools, and implicitly, an analysis of them, does not imply that the projects only generate information (Radu, 2012, pp. 451-469).

On the contrary, the activity carried out within work teams stimulates both the dissemination and the creation of emotional and spiritual knowledge.

Based on the interactions between the team members who manage the entire package of projects on the ITI level, new elements can be developed that can be used in future instances (Takeuchi & Nonaka, 2002).

Regarding the management team within the ITI, it can be seen that the creation of emotional, spiritual, tacit and explicit knowledge was stimulated so that the projects implemented throughout the entire territory are effective and their purpose well-defined.

Balancing the specific interests of knowledge management with those of project management is registered voluntarily and supported, in all organizations that have accessed projects through ADI ITI Danube Delta.

This entity is oriented towards the creation, dissemination and use of knowledge inside and outside the ITI territory, so that the economic, social and environmental objectives, in the medium and long term, can be taken over by other similar entities that will be established starting with the year 2023 at national level.

Through the prism of the particularities that this territorial investment instrument has, the organizations that access and will continue to access projects will use methods and techniques for creating, acquiring, disseminating and using knowledge in order to achieve the economic, social and environmental objectives of all projects which they will undertake (table 1) (Kollmuss & Agyeman, 2002).

Table 1 - Specific elements of a knowledge-based organization

Size	Feature
Short, medium and long-term orientation	Establishing short, medium and long-term objectives regarding the economic, social and ecologic environments, as well as the knowledge reserve
Organizational culture, leadership and motivation	Open organizational culture; programs and activities that encourage idea exchanges between employees and that thus leading to developing the human resource capacity of decision-making.
Organizational structure	Activities structured around self-organized and autonomous teams; A decrease of first and middle-line managers; Pliable organizational structure
Resources	Specialized employees; High level of innovation absorption.
Reputation	Programs which generate benefits towards employees, customers, suppliers and community members.

Source: (Leon,2014), corelated with the ADI ITI Delta Dunarii project management schema.

Short, medium and long-term orientation

Establishing short, medium and long-term objectives regarding the economic, social and ecologic environments, as well as the knowledge reserve

Organizational culture, leadership and motivation

Open organizational culture; programs and activities that encourage idea exchanges between employees and that thus leading to developing the human resource capacity of decision-making.

Organizational structure

Activities structured around self-organized and autonomous teams;

A decrease of first and middle-line managers;

Pliable organizational structure

Resources Specialized employees;

High level of innovation absorption.

Reputation Programs which generate benefits towards employees, customers, suppliers and community members.

Its main characteristics include: an open organizational structure; programs and activities that stimulate the exchange of ideas between employees so as to lead to a development of the human capacity to make decisions; activities structured around self-organized and interdependent teams; programs that generate benefits for employees, beneficiaries and community members; high level of innovation absorption; reduced number and roles of first and middle-line managers; flexible organizational structure, as well as the outsourcing of non-priority lot activities.

This entity manages to differentiate itself from the other organizations through the way the employee is treated - as a knowledge worker, who is concerned both with his own development and with the environment in which he lives and works, succeeding in creating programs that bring benefits to both employees, collaborators as well as members of the community in which they operate.

The specificity of this entity is also reflected in the strategic factors and in the development of corporate strategies; it is recommended to take into account both element, that influence the creation, dissemination and use of knowledge, as well as those who access projects through this entity.

This may be the future evolution stage of the territorial investment instruments that will appear in Romania, and will be distinguished among post-bureaucratic organizations by: setting multiple objectives, carrying out programs that will bring benefits to both employees and community members, but also the entire territory of action by absorbing innovations.

Conclusions

Being a new financial instrument, there was little experience available regarding the implementation of the ITI mechanism, so technical assistance has been and will be essential to improve the administrative capacity of ADI-ITI to carry out its attributions in the implementation of the ITI, as well as in its relationship with ITI beneficiaries, of their administrative capacity to develop and implement mature projects, so as to achieve an appropriate absorption rate of ESI funds through ITI. In this context, there must be a close correlation between the knowledge management of the personnel in the Danube Delta ITI implementation area and the project management in the Danube Delta ITI structure.

References

Braat, L. (1991). The predictive meaning of sustainability indicators. *In In search of indicators of sustainable development* (pp. 57-70). Dordrecht: Springer Netherlands. https://doi.org/10.1007/978-94-011-3246-6_6

ITI Danube Delta. (2020). *The Integrated Strategy for Sustainable Development of the Danube Delta*. Association for Intercommunity Development ITI Danube Delta https://www.itideltadunarii.com/

Kollmuss, A., & Agyeman, J. (2002). Mind the Gap: Why do people act environmentally and what are the barriers to pro-environmental behavior? *Environmental Education Research*, 8(3), 239-260. https://doi.org/10.1080/13504620220145401

Leon, R. D., (2014). *Managementul cunoştinţelor şi al proiectelor. Pilonii unei organizaţii durabile*. Tritonic. https://ccdph.ro/wp/wp-content/uploads/2020/04/Managementul-cunostintelor-si-al-proiectelor.pdf

Pataki, G. (2009). Ecological modernization as a paradigm of corporate sustainability. *Sustainable Development*, 17(2), pp. 82-91. https://doi.org/10.1002/sd.403

Portny, S. E. (2013). *Project management for dummies* (4th edition). For Dummies.

Radu, M. (2012). Empirical Study on the indicators of sustainable performance – the sustainability balanced scorecard. Effect of strategic organizational change. *Amfiteatrul Economic*, 14(32), 451-469. https://www.amfiteatrueconomic.ro/ArticolEN.aspx?CodArticol=1136

Takeuchi, H., & Nonaka, I. (2002). Reflection on knowledge management in Japan. In M. Maybury, D., Morey, M. T. Maybury, & B. Thuraisingham (Eds.), *Knowledge Management: Classic and Contemporary Works* (pp. 183–186). The MIT Press.

World Bank. (2014). *Romania: Danube Delta Integrated Sustainable Development Strategy, (2014)*. World Bank. https://www.worldbank.org/content/dam/Worldbank/Feature%20Story/ECA/Romania/Webpage%20-%20Danube%20Delta%20Integrated%20Sustainable%20Development%20Strategy%20NOV-DEC14%20FOR%20PDF.pdf

Government of Romania. (2016). Hotărârea nr. 602 din 24 august 2016 privind aprobarea Strategiei integrate de dezvoltare durabilă a Deltei Dunării [Decision nr. 602 of 2016. The Integrated Strategy for Sustainable Development of the Danube Delta]. *Monitorul Oficial al României* [Official Gazette of Romania], 789 from 2016 october 7. https://legislatie.just.ro/Public/DetaliiDocument/182363

World Bank. (2015). *Report 2.2. Integrated Sustainable Development Strategy*. World Bank. https://www.mdlpa.ro/userfiles/delta_dunarii/rezultate_proiecte/4_Raport_Strategie_en.pdf