

COMMUNICATION AS AN EFFICIENT EXCHANGE OF KNOWLEDGE IN PROJECTS

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Abstract

To contribute, the paper focuses on the problems that might arise in project of production enterprises as a result of insufficient flow of communication as well as a poor organization work. Moreover, it shows different ways of communication, sharing knowledge that is used in practice with the possible perspective into the future.

Key words

communication, knowledge management

Introduction

Based on the history, and not only from the biblical times, people have understood the importance of communication in dealing with big projects including industrial development and manufacture of new products. It is well known that when people stop to communicate the whole organization system of work gradually starts to decline. The communication can be understood as a process of exchanging information or knowledge. However, sharing of knowledge is a system of communication channels, databases, data warehouses and so. So, the communication is a part of whole system of sharing information which intervenes the knowledge's exchange.

To the era of knowledge and knowledge management is related a number of changes which include a lot of areas as for example area which should effectively utilize the knowledge resources and should increase the productivity of organization. Knowledge management considers knowledge as a very valuable resource which might lead to increase the competitiveness of the enterprises. That is why, it is not satisfied with the certain given information in the organization, but also strives for their meaningful and effective movement as well as for further development and actualization. So, it is important not just to produce and obtain the information but also to present and spread it.

The main priority of each organization is to spread the right information through all employees and at the right time. However, the opposite is true. The skill of effective communication flow of many managers of different projects is on the bottom of their priority's list. In case that they have to announce something or inform somebody they are

mostly brief and mysterious. They put a minimum effort into it. The poor communication or rather ignorance can cause a lot of problems and subsequently deteriorate further ones. On the other side, the proactive communication may help to overcome further mistakes. Annoying is when the company produces product and then it finds out that competing company finishes the production of same product with same functionality. This is just one of the many problems that production enterprises in field of industrial technology have to face. Event though, it should improve, it still become worst.

The communication through mouths can be done in small teams of two or three people. Another form of communication in such a small team is communication through emails or phone. However, the situation is totally changing with increasing number of people in team. As the team grows, the demand on the communication does not grow linearly, but much faster. For larger teams is more common that individual employees are deployed in different physical locations, which also complicate their mutual flow of information. On the other site, they must deal with the fact that the knowledge sharing lost on its own rareness. At the same time, the original owner is losing the privileged status, which was based on possession of unique and important knowledge for the organization. So, everybody have to count with the possibility that the owner will not be willing to share information with anybody else. In this case, it is important to create an environment that is going to support the exchange of information. To choose the right type, form and communication technology is necessary and will depend on many factors, for example the kind of knowledge, the personality of communicating people or place where the communication takes place.

The team communication will meet with following methods of communication:

- *Informal communication*

It can be said, that this form of communication is necessary for each type of projects and is also mostly used as a method of communication. It is also used for larger projects but just as an additive form, but in small projects it may play a key role. Its main task is usually explain just small problems or to negotiate minor functional details.

- *Meetings*

These are regular project meetings, where teams consult to each other technical solutions. This is a way, how can be easily and directly explain a number of minor irregularities, as well as some basic ideas and concepts.

- *Worksheets*

Reports of worksheets are very important form of communication and are intended primarily for direct supervisor. Based on them, the work of individuals can be watched as well as the status of given project.

- *Workbook*

It is an excellent formal tool, not just for team communication but also for product documentation and its development.

The significant of the above mentioned documents is very important in majority of realized projects. Especially, from documents such as these arise later working documents or working manuals which might be used for effective work and simplicity of selection of relevant information in the most recent versions. So, sharing of knowledge includes saving, storing, archiving of know – how, practices and instructions from the past. There are recorded (i.e. enrolled in the documents, and summarizes the experience of people) different solutions

to problems that have taken place sometimes in the past. At the same time, it contains the information about success and unsuccessfulness such an action. This can be also one of the resources of knowledge. All circumstances cannot be explained on face to face meetings. It is not also possible to expect that for example programmer will describe some particulars of own implementation to several colleagues.

In the past time, the dominant tools of communication were phones, papers and faxes which recently internet and electronic email have taken over. Of course, the source of email has influenced mostly the informal communication and worksheets. Nowadays, employees send to supervisors or managers the worksheets especially through emails.

Richness and diversity of knowledge in the people's heads cannot be captured very well. It is enormous. The relationship between recording and communication can be considered as a relationship between what people know and what is known. The main task of organization itself then the project is mainly reducing the amount of communication and then coordinates it.

From the project management view, today's information market is interesting for us mainly because it offers beside the paid services also the free information services. At the same time, it offers new possibilities of selling and buying information. Exactly internet and its services have brought a revolutionize changes in the information market and unlimited opportunities are arising from its global availability. Relatively easy access of information from different sources sets high demands on the identification of rich content and quality information [4]. In our conditions, businesses do not utilize possibilities, which the information market offers for selling information. Just a few companies are able to identify the information as a value added of other products or internal information processes and then transforms that given value to goods and services [4].

Conclusion

In today's competitions and struggle for survival in the market, it is necessary to proceed more deliberately and more responsible to the knowledge, skills, originality and creativity. Huge number of successfully completed projects show, that humankind had learned from failures. However, there are still an alarming number of projects that never finish, or if they do, they are never going to be applied in practice. We have found out that a key role in the development or production projects play communication and organization and therefore we know that the problems related to this area, we must resolve first. This gives us the opportunity to improve future work and increase success.

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