Knowledge Management according to ISO 9001: 2015.

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Abstract:
From competence to knowledge is the new requirement of ISO 9001-2015 and the new chapter that has no equivalent in version 2008. This article provides guidelines to meet the requirements dictated by the 2015 release. On this point, the new version requires consideration of feedback playing on the levers of exploitation of knowledge namely, funding and collaboration to achieve a great value creation and sharing.

The knowledge management is a corporate performance lever reinforces the existence of a new capital accumulation pivot. The knowledge involved in the valuation of intangible capital since now, the value of knowledge is high, because human has new ideas, new insights and new performances, it implements directly to the use of information and making decision.

Keywords: competence - knowledge management – guidelines- Capitalisation of knowledge-ISO 9001/2015- intangible capital- performance lever.

Introduction
ISO 9001 is a standard which establishes requirements relating to a system of management of quality. It helps firms and organisms to win in effectiveness and to boost the contentment of their customers. A new version of ISO 9001:2015 has just been published to replace the previous edition (ISO 9001:2008).

Knowledge management contained in ISO 9001: 2015 meets the needs of the organization today, which to perpetuate, has to learn, improve and innovate. Face competition faced by new customer needs, all this requires careful listening partners, stakeholders and society in general. For Small and Medium Business, it can be to keep abreast of the news and events of the profession and to investigate how these data can be useful. For a larger company, this can be achieved by a notified to the best internal practices. Learning is the key to success and the new ISO 9001: 2015 proposes. Since the new standard requires the creation of knowledge bases. This is to define the required knowledge to the company, to provide access, to deploy and organize experience feedback. This can be for example a simple shared file, with the balance of the different projects, or a few lines about tenders that have succeeded or failed.

To understand the concept of knowledge management, its function in the company, we present in the beginning of this article definitions of basic concepts, the advent of the Knowledge Management and the difference between competence and knowledge. We will discuss in the second axis, the new imperatives dictated by the ISO 9001-2015 norm by putting the item on paragraph 7 that describes the introduction of the concept of knowledge management.

Issues, objectives and research interests:
Faced with rapid changes pushed by the simultaneous collision of market globalization, free trade, the economy and the impact of new information and communications technology, companies are made vis-a-vis the requirement to allocate more independence to each agent who is transformed into knowledge worker, regardless of his role and hierarchical position.

The knowledge and skills form the essential company of intangible capital and contributes to its competitiveness to maintain and strengthen it. The company must conduct a knowledge management policy whose terms are varied.
According to ISO 9001: 2015 knowledge management forms for organizations today an undeniable strategic stake. While the antecedent versions of ISO 9001 put forward the management and adaptation of skills within the organization, the 2015 amendment introduces the concept of knowledge management. Therefore, organizations need to organize them to be aware of the value of human capital in order to enhance their skills. This concept makes such thoughts to one of the 8 principles of quality management system, namely the involvement of human resources that make up the driving force and essence of the organization.

What is knowledge management?
What is the difference between knowledge management and skills management?
ISO 9001: 2015: What are the knowledge management requirements?

Object of research and work methodology:
Organizations are required to change by strengthening their own diversity by creating new intelligence and conduct performances. To assist this development, knowledge management is occurred to a discipline with methods and specific tools. Its goal is audacious: develop devices to renovate the knowledge capital that the organization accumulates during its life cycle. In this perspective, two methods are needed as the most appropriate to the nature of the subject. We believe they will be:

The descriptive method when we describe the influence currents that have contributed to the emergence of Knowledge Accumulation concept. We make a brief history of the steps that led to its implementation, its peculiarities and characteristics.

The analytical method to the extent that we are dealing with the analysis of the new ISO 9001 2015 version that takes us into a new universe of knowledge management, incorporated in paragraph 7, which imposes requirement for company to identify and manage knowledge required to obtain the conformity of products and services.

1- A Brief History of knowledge management
The effect of fashion surrounding the development of knowledge management. It is now recognized as a separate discipline. It has its origins in the foundations of the learning organization and systemic, feeding technological advances that make feasible the practice of collaborative concepts. First, the management of knowledge, often presented as a fashion phenomenon appeared in ninety years.1 Because this decade was marked by the appearance of literature specifically Knowledge Management illustrated by the increase in books published between 1980 and 2003. Then, observation of developments in thinking on business management shows that the concept of "knowledge capital" and the manager of this capital required already existed from some time in the theories of the learning organization and systemic design.2

1-1 The difference between knowledge and competence:
The concept of competence consider simultaneously human resource dimension and strategic management dimension, it also maintains the conceptions of experience and work organization. But Knowledge is another result even if the notion of knowledge is often regarded as one of the components of competence. Skills management and associated methods are prior to knowledge management. When knowledge is suitably used in a given context it becomes competence.

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1 Grundstein, M. de la capitalisation des connaissances au renforcement des compétences dans l’entreprise étendue. Acte du colloque gestion des compétences
2 ibid
1-4 Definition of knowledge management.

The knowledge management is the set of methods and techniques to manage the knowledge and expertise within the company. This is to enhance, preserve and disseminate internal knowledge and expertise of employees.

Knowledge can be:

- Explicit is to say a formalized knowledge, manageable and shared that can be processed by computer, stored in a database, accessible to employees in understandable language (e.g., procedures, plans, models to produce a product or perform a task).
- Tacit or embedded that is to say, personal knowledge, acquired by experience, specific to a given context, difficult to transcribe in language. The employee did not always want to share (e.g., trade secrets ...).

1-5 The challenges of knowledge management.

The concerns for the company to manage knowledge are various both operationally and strategically.

At the strategic level, knowledge management helps controlling perfectly the company's business, the foundation of any strategy of specialization. Taking of creation and maintaining a competitive advantage taking into consideration the sustainability of transmission to the company's successors.

At the operational level, knowledge management does not allow repeating the same mistakes every time. Besides saving time in searching for information, it promotes greater autonomy in the event of departure of employees and development of productive efficiency by dispersing good practices.

1-6 The modalities of the knowledge management.

The knowledge management approach is based on four complementary processes: identify, capitalize, transfer and update knowledge. First, it is to identify experienced and identify the fundamental tacit and explicit knowledge key to the business. Then capitalize key knowledge must be registered in order not to disappear, then transfer knowledge can be directly; the learner observes the expert; the learner is based on transcribed knowledge. Finally, update the knowledge must be constantly reworked because they can be quickly outdated.

2- The analysis of the new ISO 9001: 2015.

2-1 The big changes in ISO 9001: 2015.

The review presents the cultural and methodological changes. Methodologically, it inaugurates a completely new structure, which will then be generalized to all future ISO standards for management systems.

Culturally, it introduces three new concepts. The consideration of the context of the company; its economic environment and markets, the quality approach is more closely linked to the business strategy. The concept of risk since each process it will identify risks, prioritize and implement countermeasures to control them. The concept of knowledge management, finally, as the new standard, requires the creation of knowledge bases. This is to define the necessary knowledge to the company, to provide access, to deploy and organize experience feedback. This can be for example a simple shared file, with the balance of the different projects, or a few lines about tenders that have succeeded or failed.

2-2 Knowledge management § 7.1.5.

This section deals with the need to determine and maintain the knowledge held by the organization, including its staff, to ensure that it can obtain the conformity of products and services provided to customers. The process to consider and master the knowledge past, existing and additional needs to consider the context of the organization, including its size and complexity, risks and opportunities it must consider and need for accessibility of knowledge.3 The balance between the

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3 Grundstein, M. de la capitalisation des connaissances au renforcement des compétences dans l’entreprise étendue. Acte du colloque gestion des compétences.
knowledge held by the competent staff and knowledge made available by other means is left to the discretion of the organization, provided that the conformity of products and services can be obtained.

ISO 9001 focuses the expertise of people who perform work that has a direct impact on the organization's quality performance. Quality performance is described by each organization and resulting quality of the strategic axes of the organization. But in general, people who have a direct impact on the organization's quality performance specifically working in contact with the products and services, their design, their development, delivery, post-delivery activities, information on products and services, diagnostic products and services audits ... close or not customers or other interested parties.

These are the skills of all of them, through the various processes that ISO 9001: 2015 application to determine and allow its constant mission suitability, even and especially if the mission is changing. They must be competent. Evidence must exist within the organization, as usually resume, copy of diploma (s), certificate (s) of professional training, of course ... the workforce who work can impact on compliance products and services. Thus, the staff should be particularly aware of the implications of their work on the conformity of products and services and customer satisfaction. In the case of a need for additional knowledge and new skills, the organization takes stock of its current powers and those which would require. Then we can more easily determining how to use these new or additional skills.

According to its culture, its history and its vision, the organization can for example be used: internal training or with an organization, outside expertise, skills transfer, hiring people with skills and knowledge are recognized.

2-3 The effectiveness of actions can acquire knowledge.

The acquisition of competence is managed like any act of a management system, i.e. by the method of the Plan, Do, Check, Act. It is necessary to evaluate the effectiveness of actions to acquire these skills. This means that one must evaluate the effectiveness of training, mentoring actions; skills transfer shares, purchase shares of entities.... Find the level of efficiency is to seek what has been done, what has been achieved in relation to what had been expected. This means it is necessary to have identified the needs, expectations, in other words the requirements to see if the training program, mentoring was effective or not.

The requirements in terms of knowledge and skills are to be defined in relation to knowledge and skills and competences to be acquired. The evaluation method is previously defined. The evaluation can take place at the end of training or tutoring or work situation, by a competent person to evaluate. Human assessment skills should be recognized.

Conclusion:
We built our product around three objectives because on one hand we have seen the recent emergence of the knowledge management. Moreover, it turned out that he must show the interest of knowledge management for businesses and highlight the importance of men in the knowledge management process according to the new requirements of the standard ISO 9001-2015. This means that for the establishment of a knowledge management program according to ISO 9001-2015, decision makers should arbitrate between an approach that emphasizes the codification of information and another that focuses on the company's human resources. These adjustments could be the key to the success of the introduction in the company of a knowledge management system.

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