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COMPOSITION AND STRUCTURE OF THE KNOWLEDGE MANAGEMENT SYSTEM IN A BUSINESS ORGANIZATION

Abstract. This article explores knowledge management systems in modern international companies. It examines the structure of this system, which integrates technology, business processes, and human capital. It analyzes the specifics and barriers to knowledge management in the cross-cultural and distributed environment of global corporations. Within a historical and evolutionary context, it reveals the essence of the concept of "knowledge management," highlighting its fundamental principles that contribute to increased business performance: mutual trust, collaboration, and continuous learning.

Keywords: knowledge management, international companies, cross-cultural adaptation, human capital, information technology, organizational culture, trust, collaboration, continuous learning.

The knowledge management system in a modern business structure is a complex, multi-faceted complex that covers various elements that ensure the effective use of information and experience at all levels of the organization. The key components of such a system are technological solutions, well-established processes and, of course, people who collectively contribute to the generation, dissemination and application of knowledge. Modern information technologies play a primary role, serving as the foundation for data storage and exchange. They not only allow you to structure huge amounts of information, but also provide

quick access to it, which is vital for global companies seeking leadership in an internationally competitive environment.

Along with technology, the processes that govern the management of meaningful information are critically important. These processes cover the entire cycle: from identification and creation to storage, dissemination and practical application of knowledge. Clearly defined procedures and standards at each stage guarantee not only the safety of valuable information, but also its active use for making informed decisions and optimizing work processes.

People, as an integral element, are the driving force behind knowledge sharing. Their professional skills, accumulated experience, and willingness to learn and collaborate directly affect the overall effectiveness of the system. Creating a culture that encourages openness and exchange is particularly important in international teams, where cultural differences and diverse approaches can create certain barriers.

In addition, successful knowledge management requires taking into account external factors, such as the dynamics of the market environment and the pace of technological innovation. These trends may dictate the need to adapt the entire system, emphasizing the importance of continuous monitoring and analysis of the current situation. Therefore, a knowledge management system in a global business environment should be dynamic and flexible, allowing you to respond to emerging challenges in a timely manner and take advantage of opportunities that open up.

Thus, the combination and structure of elements of the knowledge management system in a business organization form a complex interaction of technologies, processes and human capital, representing a powerful tool for achieving competitive advantages and ensuring sustainable development on an international business scale.

International companies, with their extensive structure and many branches scattered around the world, face unique challenges in the field of knowledge management. Working in the context of significant cultural, linguistic and

institutional differences requires not a simple exchange of information, but a comprehensive approach that takes into account all the various factors that affect the creation, dissemination and application of knowledge. Adapting knowledge management systems to a multicultural environment is a key aspect to ensure that data is consistent and compatible across branches that have different corporate cultures and work practices¹.

A special feature of global corporations is the presence of distributed centers of expertise and teams that interact within the framework of national projects. This greatly complicates the process of identifying and combining valuable information. Knowledge management systems in such organizations operate as multi-component mechanisms that combine IT solutions, organizational regulations, and HR management. Various management models are used - dynamic, structural, matrix and process-depending on the specifics of the company. However, both the technological and organizational complexities inherent in multinational corporations make it difficult to standardize and unify knowledge-sharing processes².

The cross-cultural dimension is particularly important, as differences in behavioral and communication norms can hinder effective knowledge sharing, negatively affecting the success of global projects. To overcome these barriers, it is necessary to develop cross-cultural competence of employees and create a corporate culture that promotes openness and cooperation. Special attention is paid to training senior managers so that they can successfully operate in a global competitive environment and effectively manage teams, integrating knowledge from diverse cultural contexts.

In international companies, knowledge management involves not only the collection and storage of information, but also its adaptation to regional features, which contributes to more informed decision-making and encourages innovation.

¹ Smachilo, V. V. Research of approaches to assessing the effectiveness of enterprise personnel management // Proceedings of the V International Scientific and Practical Conference. – M. 2015. Pp. 613–615.

² Shirokova, G. V. Management of an entrepreneurial firm / G. V. Shirokova. - M.: Higher School of Management, 2019. - 384 p.

While modern technologies, such as enterprise databases and collaboration platforms, serve as an important link, their effectiveness declines without proper organizational support and consideration of cultural differences. Distributed authority and differences in procedures also affect knowledge management, requiring flexibility from the system itself.

Thus, knowledge management systems in global corporations are complex integration structures that take into account the interaction of human, technological, organizational and cultural factors. Due to the variety of these elements, an individual approach is required when designing them. In addition, it is important to take into account the specifics of the industry in which the company operates, since industry requirements and standards impose additional restrictions and create unique conditions for the knowledge management process³.

Knowledge management, in our opinion, is not just a temporary hobby, but rather a fundamental and historically determined necessity, since knowledge has always been symbolically and strategically valuable for accumulating wealth and achieving power⁴. The development of interest in knowledge can be traced throughout the history of mankind, from prehistoric times to the present. In the early stages, during the hunting era, the focus was on physical effort, with minimal cognitive development. The agricultural era was also characterized by the predominance of physical labor, but with an increasing role of mental activity. Then, with the development of trade, knowledge of markets, transport methods and the range of goods began to play a leading role.

After the industrial revolution focused on manufacturing, cognitive work began to prevail over physical work, stimulating creativity, development, and innovation. In today's so-called cognitive (information) age, the role of mental labor has significantly increased in comparison with physical labor.

³ Specifics of the formation of a management system... [Electronic resource] // cyberleninka.ru - Access mode: <https://cyberleninka.ru/article/n/spetsifika-formirovaniya-sistemy-upravleniya-znaniyami-v-mezhdunarodnoy-finansovoy-kompanii>, free.

⁴ Liferov, Anatoly Petrovich. Knowledge Management in Global Transnational Corporations. Bulletin of the Ryazan State University named after S. A. Yesenin. 2009. No. 23. URL: <https://cyberleninka.ru/article/n/upravlenie-znaniyami-v-globalnyh-transnatsionalnyh-korporatsiyah> (31.05.2026).

The term "knowledge management" is relatively new in the field of business administration, in contrast to the established concepts of "information management" and "information systems management"⁵. There are several points of view on its meaning: some consider it synonymous with information management, others see it as a concept based on network interaction, and others believe that it is a marketing ploy of IT companies to promote their solutions.

Historically, knowledge management has been associated with specific applications, such as expert systems and knowledge bases. The observed ambiguity of interpretation is due to a variety of approaches. At its core, knowledge management is a set of processes aimed at creating, distributing and using knowledge to improve the quality of decisions made and their implementation. This is primarily a human activity related to internal cognitive processes. Despite the fact that it uses technological tools for optimization, its essence is not technology, but processes that connect knowledge seekers with their sources.

Knowledge management also refers to the management of an organization aimed at continuously updating its information resources. This requires creating an appropriate organizational structure and providing opportunities for employees. It is important to be able to manage knowledge and information, transforming it into a valuable resource for the organization through planning and analysis.

According to the Gartner Group, knowledge management is an integrated process for identifying, extracting, sharing, and evaluating information assets. This is the art of transforming intellectual resources into business value, using the accumulated knowledge, competencies and experience both inside and outside the organization. It covers the systematic generation, extraction and transfer of knowledge, as well as training, in order to gain benefits for the organization.

Knowledge management in an organization cannot be considered a complete process: knowledge is constantly updated, new technologies and management

⁵ Gumerova, Guzel Isaevna, Shaimieva, Elmira Shamilevna. Formation of Conceptual Provisions of a Knowledge Management Model in an Organization: A Theoretical and Methodological Approach (Based on Empirical Research). Russian Journal of Economics and Law. 2013. No. 3 (27). URL: <https://cyberleninka.ru/article/n/formirovanie-kontseptualnyh-polozheniy-modeli-upravleniya-znaniyami-v-organizatsii-teoretiko-metodicheskiy-podhod-na-osnove> (05/07/2026).

approaches appear, and with them new customer requests that regularly change. In addition, the companies themselves continuously adjust their strategy, restructure their structure, review product and service priorities, and introduce new managers and employees.

If an institution is focused on building and preserving knowledge, this usually increases the overall internal interest and contributes to more efficient operation of the entire system. Therefore, one of the key tasks of such organizations is to simplify and maintain work processes. However, knowledge management professionals often need to emphasize that they have more in-depth knowledge than other participants.

According to some researchers, knowledge management is built on several important foundations. One of them is trust - mutual confidence in the competence, intentions and actions of colleagues, which creates conditions for a more free and effective exchange of knowledge. When people remain open and reliable in their relationships, the process of transmitting information becomes more efficient.

Cooperation is an equally important element. It manifests itself in the fact that the participants of the working group support each other in the framework of their professional activities. If the organization's culture of collaboration is strengthened, this has a positive effect on knowledge formation: the intensity of interaction between employees, departments, and divisions increases.

Learning can be seen as a process in which a person gains new knowledge and then uses it to make decisions, solve problems, or influence the behavior of others. If an organization focuses specifically on learning, it helps it develop employees so that they can participate more effectively in the creation and application of knowledge.

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