

## KNOWLEDGE MANAGEMENT FOR ORGANISATIONAL TRANSFORMATION

### COURSE OUTLINE

SAQA ID	QUALIFICATION TITLE	NQF LEVEL	MIN CREDITS
115405	Apply principles of knowledge management to organisational transformation	5	10

**THIS KNOWLEDGE MANAGEMENT TRAINING COURSE PROVIDES YOU THE ABILITY TO DEVELOP A KNOWLEDGE MANAGEMENT MODEL, UNDERSTAND THE INFORMATION LIFE CYCLE, LEARN THE RATIONALE BEHIND INFORMATION MANAGEMENT AND THE IMPLEMENTATION AND CUSTOMIZATION OF KNOWLEDGE MANAGEMENT SYSTEMS.**



## FOREWORD

One of the pillars of knowledge based economy (KBE) is Knowledge Management (KM) because it deals with both tacit and explicit knowledge which in turn induces innovation for efficient and effective service delivery, product development and economic growth. Therefore, KM becomes a driver in supporting a knowledge driven economy and effective service delivery which are of critical importance for any organisation.

Today's culture thrives on knowledge, and possessing knowledge gives advantages in making informed decisions or strategies to implement.

Organizations have a wealth of knowledge accessible through the people they touch internally (employees) and externally (customers). Organisation that allows knowledge to go unmanaged may be giving their competitors the upper hand in the market. An organisation that can capture, store, and retrieve knowledge effectively is then capable of learning as an organisation. A learning organisation is one where employees are empowered to change and develop new methods, thoughts, and strategies that will advance the mission of their organisation.

Knowledge Management is the establishment of a system that captures knowledge purposefully for incorporation into business strategies, policies, and practices at all levels of the company. This course will teach participants how to initiate a knowledge management program at work. Whenever there are humans working together for one goal, there is knowledge to be harvested, stored, and dispensed as required.

### **This Principles of Knowledge Management (KM) training course teaches you:**

- How to implement an efficient method of collecting and using the informational assets and intellectual resources of the employees for the purpose of assisting in organisational success.
- How to create a system that captures knowledge purposefully for incorporation into business strategies, policies, and practices at all levels of the organisation.
- How to construct the knowledge base of the organisation by improving, systematizing, retaining and making use of the intellectual resources of its employees. Such intellectual resources are acknowledged as an important competitive edge and a driver of effectiveness for every organisation.



## COURSE OUTCOMES

**After Completing this course, participants will be able to:**

- Describe the concepts of knowledge management (KM);
- Understand emerging opportunities in the use of information, communication and technology for knowledge sharing;
- Understand when, and how to conduct a KM assessment;
- Understand the value of knowledge and information within their core business;
- Understand how to harness knowledge in management and governance matters in support of their organisations projects and programmes;
- Analyse the essential elements of the Knowledge Economy;
- Identify the essential features of the Human Capital in an organisation;
- Provide an analysis of the Structural Capital in an organisation;
- Indicate how an organisation uses its Customer Capital;
- Establish the relationship between Intellectual Capital and Knowledge Management;
- Demonstrate the potential relationship between Knowledge Management and Organisational Transformation;
- Examine the Do's and Don'ts of successful knowledge management;
- Interpret the knowledge management lifecycle;
- Identify the knowledge management paradigm;
- Understand the knowledge management models;
- Build a rationale for KM in their organisations;
- Develop a KM implementation in their organisations.



## COURSE OUTLINE

### Lesson 1: Getting Started

- Workshop Objectives.
- Analyse the essential elements of the Knowledge Economy.
- Identify the essential features of the Human Capital in an organisation.

### Lesson 2: Understanding Knowledge Management (KM)

- What is Knowledge.
- What is Knowledge Management.
- A Brief History.
- Applications in the Workplace

### Lesson 3: Do's and Don'ts

- Data, Information and Knowledge.
- The Tacit Mode.
- Demonstrate the relationship between Knowledge Management and Organisational Transformation.

### Lesson 4: The KM Life Cycle

- Understanding Episode.
- Acquisition.
- Knowledge.
- Integration

### Lesson 5: The New KM Paradigm

- Paradigms of the Past
- The New Paradigm
- Implications and Applications
- The Knowledge Management End Game

### Lesson 6: KM Models

- The Nonaka and Takeuchi Model (SECI).
- Wiig Model.
- Kakabadse Model.
- Boisot Model.



## COURSE OUTLINE

### Lesson 7: Building a KM Rationale

- Why Rationale is Necessary
- Building a Business Case
- Finding Success Stories
- Commonization /customization Model

### Lesson 8: Customising KM Definitions

- Components of a Knowledge Management Definition.
- Customising the Components.
- Creating a KMBOK.

### Lesson 9: Implementing KM in Your Organisation

- Gathering Support.
- Identifying Opportunities for Revenue Streams.
- Key Knowledge Management Techniques.
- A Map for Success.
- The No-Budget Scenario

### Lesson 10: Tips for Success

- About the Chief Knowledge Officer.
- Knowledge Management Skill Checklist.
- The Knowledge Management Imperative.
- The Hype Curve.
- Barriers and Helpers to Success

### Lesson 11: Advanced Topics

- The Knowledge Management Maturity Model.
- Absorptive Capacity.
- Rustiness.
- Process Model Types

### Lesson 12: Wrapping Up

- Words from the Wise.
- Action Plans and Evaluations.



## **METHOD OF DELIVERY**

- **Integrated Approach**

This is an approach which begins with theory and application and translation of such theory into a practical situation. This approach is based on Jamela Resources Consulting's experience in KM activities and training. This experience enables and leverages Knowledge for KM training beyond theory into practical. The knowledge provided by the course will be infused into practical examples.

- **Lecturing and Teaching**

This approach will be used throughout the course where definition of concepts and KM will be explained to provide theoretical and conceptual understanding of KM to participants. Live examples will be given in such a way that makes participants understand the importance of KM in their examples. With this approach we will use power-point slide, KM manuals and general knowledge. The training will contribute beyond the scope to other related issues as they are explored in the context of KM understanding, institutionalization and implementation. Participants will be engaged in groups to apply KM concept in their own work environment. Groups will present their discussions using flip charts and/ power point.

- **Participatory Approach**

This approach will use scenarios and case studies as provided by the participants, nationally and internationally. This includes robust debates of case studies and applying these within local context and in examining the local situations. Participants will be encouraged to provide relevant case studies and examples thereby citing their own environment in a process of understanding KM and its implementation. Participants will be encouraged to tackle issues and how they will deal with such challenges supported by KM. These exercises, debates and discussions will become a learning and knowledge sharing platform including sharing of experience and challenges and collaborative learning creating scaffolding for those who will be a bit behind in some work issues. This approach will provide an opportunity for participants to learn how to capture lessons learned and how to apply this information in their local projects.

- **Experiential Learning and Knowledge Sharing**

This is an approach which will allow participants to share their experiences of their work and ask others to input in each experience. This process will be part of knowledge harvesting which will assist in tapping to tacit knowledge. Theory and experience to classify and explain each issue within available KM models will be used so that participants can be able to explore different KM models in providing KM.





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More Information

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