Executive programmes

INSTITUTIONAL MEMORY AND KNOWLEDGE MANAGEMENT
General information

CENTRE FOR BUSINESS DYNAMICS

It is becoming increasingly difficult for companies and individuals to survive in today’s volatile and highly competitive global business environment.

The only absolute in this environment is that radical innovation and change are inevitable. This new industrial order demands new ways of thinking, new ways of managing, and new ways of working. Thus, of utmost importance in this new order is the extent to which companies invest in their capacity to innovate and change (aligning with current and future realities) that is, making their human capital and business models “revolution-ready”.

The Centre for Business Dynamics, under the banner of the Business School at the University of the Free State, will help you and your companies stay competitive by bridging the gap between your existing skills and competencies and those required. We will make it our priority that you meet the challenges and opportunities presented, distinguish yourself from your competitors, and achieve higher performance. Our large portfolio of products and services, coupled with a network of national and international experts, enables us to offer tailor-made, state-of-the-art organisational and personal development solutions. From customised short courses, workshops and consultations, to strategy and leadership development — we have it all. Make the call today and start investing in your success and the fulfilment of your dreams.

The general objectives of the Centre include the following:

• To help companies and individuals stay competitive by bridging the gap between existing skills and competencies in their working environment and those required.
• To help the business sector in general to face the challenges of radical innovation and change by making their human capital and business models revolution-ready.

MISSION

The mission of the Centre for Business Dynamics is to offer customised training and development solutions of the highest quality and relevance, in order to ensure that the skills and competencies of companies and individuals are up to date and that they can cope effectively with the radical innovation and change in their environments, thereby enhancing their ability to achieve success.

VISION

The vision of the Centre is to make a world-class contribution towards the future performance and competitiveness of the business sector in South Africa.

“If you don’t like change, you’re going to like irrelevance less” — General Eric Shineseki, Chief of Staff, US Army

“All our organisations and all our careers will be reinvented — completely, within the next 25 years” — Tom Peters
OBJECTIVES OF THE PROGRAMME

The participants will be able to use to knowledge gained to:
- write a plan for the successful implementation of knowledge management;
- use the knowledge gained to briefly explain how institutional memory can be saved for the organisation;
- be able to implement methods/techniques for the uncovering, preservation, retaining and sharing of knowledge in organisations;
- design a plan for the successful implementation of a community of practice in an organisation;
- successfully manage the loss of knowledge in an organisation undergoing radical change.

WHO SHOULD ATTEND

The course will be of direct benefit to all persons with a need to understand better how they can use information and knowledge to the benefit of themselves and their organisation. Information managers, knowledge managers, information technologists, librarians, human resources managers and business analysts.

LEARNING OUTCOMES

Regarding knowledge and knowledge management the participants will be able to understand and explain:
- The importance of knowledge as key competitive resource in today’s organisations/institutions;
- Clearly the distinction between explicit knowledge and tacit knowledge;
- The strategic importance of tacit knowledge for organisations;
- What knowledge management is;
- Why knowledge management has become an intrinsic part of good corporate business strategy;
- The importance of knowledge management for today’s organisations/institutions;
- The reasons why knowledge management often fails;
- The reasons why knowledge management often succeeds.

Regarding institutional memory the participants will be able to understand and explain:
- What institutional memory is?
- The importance of institutional memory for organisations;
- The causes of losing institutional memory;
- What the loss of institutional memory means for the organisation.

Regarding the uncovering, preservation, retaining and sharing of knowledge the participants will be able to:
- Understand the difference between the uncovering of explicit knowledge and tacit knowledge;
- Implement specific methods / techniques to uncover, preserve, retain and share knowledge and institutional memory.
Regarding the community of practice the participants will be able to understand and explain:

- What a community of practice is;
- What its nature and functions are;
- The value of communities of practice for organisations;
- The managing of communities of practice;
- How communities of practice can be promoted in organisations;

Regarding institutional memory and radical change:

- The participants will know and understand how it is possible for organisations to successfully manage the loss of knowledge in an organisation undergoing radical change.

Regarding capturing and preserving knowledge in an organisation for reuse in the same organisation the participants will be empowered to:

- Use the knowledge gained from the case studies of the Eureka project of Xerox and/or the CALL project of the US Army to write a blueprint for the reusing of knowledge in an organisation.

PROGRAMME OUTLINE & TOPICS TO BE COVERED

- The importance of knowledge
- Converting one type of knowledge to another
- Institutional / organizational memory
- The importance of organizational memory
- Causes of losing organizational memory
- The effects of the loss of organizational memory
- Knowledge management
- Why knowledge management often fails
- Why knowledge management often succeeds
- Ways of knowledge acquisition, preservation and sharing
- Knowledge management: methods attempting to retain
- Best practice: capturing and preserving knowledge for reuse
- Communities of practice
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