KNOWLEDGE MANAGEMENT IN THE UNIVERSITY CURRICULUM

Opportunities and challenges for South African Tertiary Education to train public servants

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2. WHY IS KNOWLEDGE MANAGEMENT AN IMPORTANT FIELD OF STUDY?
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1. BACKGROUND

• INFORMATION REVOLUTION
• INFORMATION AND KNOWLEDGE ORGANISATIONS
• NEW SKILLS, KNOWLEDGE AND ABILITIES
• TRAINING NEEDS
  • INFORMATION MANAGEMENT
  • KNOWLEDGE MANAGEMENT
  • THE USE OF ICT’S IN THE ABOVE
• TERTIARY EDUCATION
2. WHY IS KNOWLEDGE MANAGEMENT AN IMPORTANT FIELD OF STUDY?

- Increased availability of knowledge
- Knowledge became the key to success
- Competitiveness
“Whereas at one time the decisive factor of production was the land, and later capital … today the decisive factor is increasingly man himself, that is, his knowledge.”

Pope John Paul II
Knowledge management is a strategy that turns an organization's intellectual assets – both recorded information and the talents of its members – into greater productivity, new value, and increased competitiveness.

Murray
Knowledge management is the attempt to identify and capture knowledge, to promote the sharing of knowledge between individuals, to leverage existing knowledge in the creation of new knowledge, and to use knowledge to define and improve business practices. (Gallagher)
“The only irreplaceable capital an organisation possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it.”

Andrew Carnegie
KM ENABLERS

- Leadership
- Technology
- Culture
- Measurement
KM PROCESS

Knowledge creation

Knowledge articulation & sharing

Knowledge repository updating

Knowledge access & dissemination

Knowledge use

Knowledge revision
### Knowledge & Skills

#### Theory
- Gen. Management skills
- Personal attributes
- Specific knowledge & skills
  - See bigger picture
  - Pro-active self-starter
  - Risk taker
  - Good communicator
  - Analytical thinking
  - Understanding of ICT
  - Shaping others’ ideas
  - Sensitivity
  - Advocate change

#### Job Ads
- Strong managerial skills
- Good interpersonal skills
- Good communication skills
- Leadership skills
- Sound understanding of ICT
- Ability to think creatively and pro-actively
- Project management skills
- Team player
- Problem-solving skills
- Negotiation skills
- Knowledge of global IM/KM trends

#### Interviewees
- Open-minded
- People persons
- Good communicators
- Gen. management skills
- High energy level
- Understanding of ICT
What competencies and skills make the KM successful?

**Personal knowledge & Cognitive capability**
- Understanding of the organisational culture and what transforms it
- Knowledge of and alignment with the organisation’s mission
- Understanding of business process re-engineering and measurement
- Knowledge of KM concepts and strategies

**Leadership and management**
- Ability to influence top management
- Diplomacy in advocating change
- Energy and persistence in the face of organisational resistance
- Recognised and respected in the organisation

**Communications**
- Storyteller-avid communicator
- Ability to persuade
- Ability to form coalitions across the enterprise
- Ability to present new ideas and gain support
- Ability to communicate ideas and make them real and meaningful to people
- Ability to write clearly and publish ideas

**Tools and technologies**
- Knowledge of technologies available (i.e. portals, intelligent agents, collaborative technologies, search engines, expert systems, etc.)
- Ability to access and assess information re: the effectiveness and applicability of KM tools

**Strategic thinking**
- Systematic/holistic thinking
- Knowing business imperatives and align KM with those imperatives
- Understand the unique skills needed to effectively leveraging knowledge
- Recognise the bigger picture

**Personal behaviours**
- Foster trust
- Innovator and risk taker
- “Walk the KM talk” - demonstrate behaviours of learning and sharing
- Unwavering commitment and enthusiasm for knowledge acquisition and sharing

**Snyman**
Most important personal attributes the KM must have

- Depth and breadth of knowledge
- Patience
- Persistence
- Sensitivity
- Organisational savvy
- Smart
- Integrator
- Wise
- “Thick skinned”
- Passion
- Life-long learning

Snyman
3. WHO ARE THE MAIN EDUCATION PROVIDERS?

MOST OF THE SA UNIVERSITIES OFFER SOME QUALIFICATIONS IN KNOWLEDGE MANAGEMENT.
3.1 UNIVERSITY OF JOHANNESBURG

UNDERGRADUATE:

• B Com (Information Management)
• BA (Information Management)

- 2nd year KM Stream
  - KM Processes and KM Technologies
• B Tech (Information Technology)
  ▪ Adv IT management
    ➢ This module focus on Knowledge management.
    ➢ It also examines the increased importance of effective knowledge management and how it gives rise to a new set of business principles and practices that must be adopted in order to achieve competitive advantage.
    ➢ The importance of IT and IT systems in the field of Knowledge management will also be examined.
POSTGRADUATE:

• Diploma In Information Management (with KM module)

• BA & B Com (Honours)
  ▪ KM Module

• M.A. & M Com (with specialization in KM)

OTHER:

• SHORT COURSE IN KNOWLEDGE MANAGEMENT
3.2 UNIVERSITY OF PRETORIA

UNDERGRADUATE:

• B. Information Science
  • 3rd year KM stream
    ➢ KM Processes and KM Technologies

POSTGRADUATE:

• B. Information Science (Honours)

OTHER:

• Basic Course In Information And Knowledge Management
  ➢ addresses a variety of practical aspects regarding the implementation of information and knowledge management in an organisation. It also entails a discussion on knowledge processes but focuses specifically on the knowledge of new creation.
3.3 UNIVERSITY OF KWAZULU-NATAL

• B. Library Science (Honours)
  ▪ Module in KM
3.4 UNIVERSITY OF STELLENBOSCH

UNDERGRADUATE:

• B Com (Information Management)
• B A (Socio-Informatics)
  ➢ KM Processes and KM Technologies

POSTGRADUATE:

• B A (Honours) (Socio-Informatics)
• Masters in Information and Knowledge Management
3.4.1 THE UNIVERSITY OF STELLENBOSCH BUSINESS SCHOOL

- Short course in Knowledge Management
  - Focus on business processes

3.4.2 THE UNIVERSITY OF STELLENBOSCH SCHOOL FOR PUBLIC ADMINISTRATION

- Short course in Knowledge Management
  - Focus on public sector
  - Focus on ICT’s for KM
3.5 UNISA – Centre for Business Management

• Course in Knowledge Management
  - The origins, extent, nature and value of Knowledge Management (KM), Innovation Culture and Vision
  - Generating opportunities for innovation and KM
  - Innovation Development Process
  - Preserving Knowledge and Protecting Rights
  - The Importance of Celebrating Successes
  - Aligning KM and business strategy
  - The knowledge management platform
  - Knowledge audit and analysis
  - Designing the knowledge management team
  - Creating the knowledge management system blueprint
  - Developing the knowledge management system
  - Leadership and reward structures
  - Commercialization of innovation KM systems
  - Real-option analysis for knowledge valuation
3.6 WITS - Graduate School of Public and Development Management

- Certificate in Information And Knowledge Management In The Public Sector

- **Module 1: Managing the Procurement of Information Resources and Services**
  - An overview of strategic planning and management in the public sector;
  - Strategic planning for employing ICTs in the public sector;
  - Managing ICT projects in government;
  - Managing ICT procurement in government;
  - Managing ICT contracts in government.

- **Module 2: Electronic Government, Information & Knowledge Management**
  - The Internet and related technologies in government;
  - Electronic government – concepts, applications and challenges;
  - Data, information and knowledge concepts and their relationships to business activities;
  - Selected themes in Information Management (including design of IM projects);
  - Selected themes in Knowledge Management.

- **Module 3: Critical Issues In Managing Information Resources and Services in Government**
  - The information society and economy – challenges and issues;
  - Quality management issues;
  - Security and business continuity issues;
  - ICT policy and strategy issues;
  - Legal issues in electronic government;
  - Integration, interoperability and scalability issues;
  - Organisation, management and co-ordination.
• Masters of Management in the field of Public and Development Management

**Knowledge Management**

- This course explores the issues essential to managing knowledge as a resource in the public sector and development organizations. The issues of knowledge management and learning organizations are covered so that you can use these techniques to build more effective organizations. This includes managing Information and Communication Technology (ICT) systems, and understanding the roles and responsibilities of the public sector in the ICT environment. You will build skills enabling you to interpret numerical information to assist in decision-making. The role of information, knowledge and ICTs in development is explored, giving you the skills to build development projects appropriate to the information age.
3.7 TSHWANE UNIVERSITY OF TECHNOLOGY

- B Tech (Knowledge Management)
  - Knowledge Management Project
  - Knowledge Management IV
  - Knowledge Technologies IV
  - Web-Based Knowledge Management IV
    - Selected advanced topics on knowledge management.
    - Innovation and standardisation.
    - Systems thinking and methods of inquiry.
3.8 RHODES UNIVERSITY

- Certificate in Information and Knowledge Management
  - Module 1: Knowledge Management
  - Module 2: Electronic Resources and Orientation to Basic Action Research
  - Module 3: Computer Skills and Information Systems
  - Module 4: e-Governance and e-Commerce
4. RECOMMENDATIONS

• INCREASE IN NEEDS

• EXPANSION OF FORMAL TRAINING PROGRAMMES

• CHALLENGES:
  • BE IN TOUCH WITH INDUSTRY/GOVERNMENT
  • DETERMINE GAPS IN CURRENT CURRICULA
  • MORE ATTENTION TO TECHNOLOGY FOR PROCESSING AND STORAGE
  • AWARENESS
THANK YOU!

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