KNOWLEDGE MANAGEMENT IN A HIGHER EDUCATION INSTITUTION

Case Oulu UAS
Terhi Mustakangas
Oulu Business School
University of Oulu

AIM OF THE RESEARCH

- Increasing the vision of strategic knowledge management in higher education institutions
- The problem of the research: clarifying the importance of knowledge management in higher education institutions

RESEARCH QUESTIONS

- How is the importance of knowledge management perceived in the organization?
- How can knowledge management be developed in the organization?



THEORETICAL BACKROUND

- Creating knowledge
- Knowledge management and organizational learning
- Core competencies
- Capabilities and knowledge resources
- Knowledge transfer
- Competition and knowledge

THEORETICAL BACKROUND

- Solicited and voluntary knowledge sharing
- Communities of practice
- Knowledge sharing behavious
- Organizational learning
- Different types of knowledge

RESEARCH

- A qualitative case study: Oulu University of Applied Sciences
- Twenty-five theme interviews
- Semi-stuctured interviews and the organization's existing material



OULU UNIVERSITY OF APPLIED SCIENCES

- One of the largest universities of applied sciences in Finland
- Approximately 9 000 students
- Bachelors and masters programmes
- Six units, e.g. Business, Health, Engineering
- Developing especially the Northern Finland region

PURPOSE OF THE STUDY

- Serving a basis for the development of the organization's knowledge management
- Disseminating information about the importance of knowledge management in developing professional service organizations and service business and improving competitiveness
- Serving value creation for customers by defining the core competencies and developing knowledge management

RESULTS OF THE STUDY

- The state of knowledge management
- Knowledge management in the organization's activity
- Knowledge management and the service business
- Resources and capabilities
- Development of knowledge management

RESULTS OF THE STUDY

- Strategy base of knowledge management is strong
- Knowledge management has to be based on the strategy and vision of the organization
- The core competencies of the organization have to be determined on the basis of the strategy and vision

EMPIRICAL FINDINGS AND DISCUSSION

- Core competencies and core results
- Need for knowledge management
- Competencies and performance
- Knowledge sharing
- Strategic knowledge management
- Knowledge management and higher education

CORE COMPETENCIES

Pedagogic know-how Core competencies Substance know-how Research and development know-how Instruction know-how Supporting know-how Organization know-how E-pedagogics Language skills and internationality IT know-how Work community skills Network know-how Team work skills Communicative skills and social skills Planning know-how

CONCLUSIONS OF THE STUDY

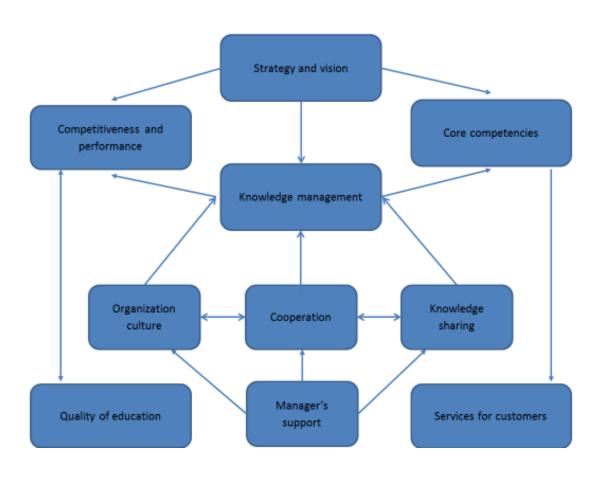
- Networks are important in knowledge sharing
- The significance of cooperation inside the organization is emphasized
- The organizational culture has to support open discussion and cooperation
- The support and example of the management towards knowledge management are important

PHASES OF STRATEGIC KNOWLEDGE MANAGEMENT

Strategic knowledge management

- 1. Defining the strategy and vision
- 2. Defining the core competencies
- 3. Knowledge management strategy
- 4. Knowledge management practices
 - 5. Operative management
- 6. Supporting the culture and cooperation
 - 7. Succeeding in the competition

MODEL OF KNOWLEDGE MANAGEMENT



Thank you!

