

# KNOWLEDGE MANAGEMENT IN A HIGHER EDUCATION INSTITUTION

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# 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 BACKGROUND

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

# THEORETICAL BACKGROUND

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

# RESEARCH

- ◉ A qualitative case study: Oulu University of Applied Sciences
- ◉ Twenty-five theme interviews
- ◉ Semi-structured 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

<p>Core competencies</p>	<p>Pedagogic know-how Substance know-how Research and development know-how Instruction know-how</p>
<p>Supporting know-how</p>	<p>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</p>

# 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!*

