



## Knowledge Management – Mentoring and Training Syllabus

**Course objective:** To ensure that corporate knowledge management initiatives are fit for purpose, by raising awareness of the factors that affect knowledge production, acquisition, absorption, reproduction, and dissemination.

Serial	Training Objectives	Reference
1.	<b>Introductions</b>	
2.	<b>Understanding the problem with knowledge</b>	<p>Misconceptions</p> <p><i>Knowledge is NOT a higher form of information</i></p> <p><i>Knowledge is NOT synonymous with truth</i></p> <p><i>Knowledge DOES NOT necessarily grow with experience</i></p>
3.	<b>Definitions of knowledge</b>	<p>Davenport &amp; Prusak (1998 AD)</p> <p>Plato (c 350 BC)</p>
4.	<b>Knowledge &amp; decision making</b>	<p>Four Levels of knowing</p> <ol style="list-style-type: none"> <li>1. <i>Unconscious Competence</i></li> <li>2. <i>Conscious Competence</i></li> <li>3. <i>Conscious Incompetence</i></li> <li>4. <i>Unconscious Incompetence</i></li> </ol>
5.	<b>Knowledge Life Cycle</b>	<p>Nonaka &amp; Takeuchi's SECI cycle</p> <p><i>Socialisation</i></p> <p><i>Externalisation</i></p> <p><i>Combination</i></p> <p><i>Internalisation</i></p>
6.	<b>Knowledge management enablers</b> - Technologies	<p>Current and Future IT enablers for KM</p> <p><i>Archiving, Blogs, Bulletin boards and threaded discussions, E- learning, Expertise locators and Ask the Expert, External access, Incentive points tracking, Intranet, Metadata and tags, Podcasts, Portals, Process automation applications, Repositories, Search engines, Social software, Subscription management, Survey and metrics reporting automation, Syndication and aggregation, Team spaces, User interfaces, Virtual meeting rooms, Wikis, Workflow applications ...</i></p>



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7.	<b>Knowledge management enablers</b> - Embedded business processes	Governance <i>Access, Authoring, Privacy</i> <i>e.g. SOPs</i>
8.	<b>Knowledge management enablers</b> - People and culture	Developing a 'Just Culture' <i>Errors as learning experiences, as Slips, Mistakes, or Violations, the SHELL model, "the Dirty Dozen"</i> Understanding knowledge sharing behaviours <i>The "Home Guard" model</i>
9.	<b>Knowledge costs &amp; benefits</b>	Understanding that knowledge is difficult to measure independently of its application How to use a Fermi Deconstruction & a Monte Carlo probability analysis to measure knowledge effects Provide ROI, Risk measures with 90% confidence (CI using calibrated expertise)

### Course Outline

A 16 hour instructed “Basics of Knowledge Management course” that covers the foundations of effective knowledge management in the workplace through guided reflective thinking, and using available resources to provide a sound conceptual foundation for building effective knowledge management practises in organisations.

### Target Population

Front line managers and supervisors with responsibility for implementing any change management or other business improvement initiative.

### Course Objectives

At the completion of this course, participants will have gained;

1. An awareness of the difficulties of knowledge management
2. An awareness of how to overcome those difficulties
3. Tools for measuring the value of knowledge in organisations

### Testing

There will be a series of “pop quizzes”, opportunities for group sharing and quiet reflective thinking to ensure course objectives are met. There is no final exam

### Specification

The course is suitable for MSYS 561-0B (University of Waikato BMS) – certain parts meet ATA specification 104 level II