Knowledge Management

Knowledge is a key resource for any organization and knowledge management is a deciding factor in a company’s market success. Structured knowledge management is a system of multidisciplinary actions oriented towards effective use of knowledge resources in order to achieve business objectives.

Course objectives

► To present a wide range of different knowledge management techniques (more than 60) oriented for acquiring, localizing, creating, transferring, using and retaining corporate knowledge.

► Analysis of real case studies and solving problems related to situations – based on carefully selected case studies (more than 30) related to processes-related, culture-related, technology-related and strategic aspects of knowledge management.

► To introduce skills for preparing a knowledge management strategy in an organization.

► Prepare participants to assess the state of knowledge management in organizations.

► Enable participants to improve knowledge management in an organization — whether in the form of selected knowledge management techniques or comprehensive company-wide knowledge management program.

Who for

The training course is specially recommended for:

► Board members – people supervising knowledge management or planning the implementation of knowledge management.

► Knowledge managers – people responsible for complex knowledge management programs in organizations.

► Knowledge management specialists – people responsible for specific actions relating to knowledge management.

► Managers – people dealing (among other things) with knowledge management of their department or team.

► Managers and staff of Human Resources, IT, Project Management Office, Research & Development and strategy departments – people managing or participating in knowledge management projects or preparing themselves for such involvement.

► Managers of sales and client service departments – people responsible for effective use of resources through knowledge management.
Programme

► Context for knowledge management: reasons for managing knowledge, knowledge-based economy, knowledge-based organization, knowledge workers characteristics.

► Knowledge management: what knowledge management is about, how we can understand knowledge management, symptoms of not managing knowledge, knowledge in organizations, actions taken by organizations regarding knowledge, the importance of knowledge to organization, knowledge management strategy, map of knowledge management techniques.

► Techniques for knowledge acquisition: market intelligence (case), market research (case), knowledge sources (case), satisfaction surveys, claims management (case), conferences and exhibitions (case), training maps, competency-based recruitment (case), advisors and experts (case), external knowledge events (case), regular monitoring (case), customer relationship management (case).

► Techniques for knowledge creation: research and development department, idea competition (case), brainstorming, task force teams (case), time for innovating (case), data mining, pattern recognition.

► Techniques for knowledge localization: cataloging knowledge (case), register of proposals/projects, resources navigation, library, knowledge brokers (case), skills database, competency database, phone book, employee profiles (case), search engine (case), taxonomy (case), knowledge map, knowledge bases registry, urgent knowledge requests (case).

► Techniques for knowledge transfer: knowledge identification, field intelligence (case), good practices (case), operating procedures, knowledge validation (case), creating abstracts, communities of practice (case), peer assist, mentoring, workplace organization, rewarding knowledge sharing, knowledge days (case), new hire introduction, employee rotation (case), internal communications, intranet, groupware, instant messaging, tele/web conferencing, wiki/forum/blog, laptop/phone, managing access rights.

► Techniques for knowledge exploitation: learning before (case), componentization, competence center, knowledge management goals, talent management (case), e-learning, chat boots/ling boots, expert systems.

► Techniques for knowledge retention: project descriptions (case), lessons learned (CASE), patents, exit interview, alumni program, succession planning, no-compete agreements (case), knowledge base, content management, archives.

► Assessment of knowledge management: initial analysis, fundamental analysis, identification of knowledge domains and knowledge objects (case).

► Implementation of knowledge management: phases of implementing knowledge management, knowledge management team, communicating knowledge management (case), knowledge management measures (case).
**Course methodology**

- The training course is **intensive and practical** – we work on extended case studies.
- Difficult issues are explained in a friendly and understandable manner.
- The trainer has considerable practical **experience** in knowledge management (managerial positions in large organizations) as well as having an educational background of a PhD in knowledge management.
- The training gives a **comprehensive overview** of knowledge management – it describes techniques serving all purposes (gaining, locating, creating, transfer, use and retention of knowledge); all aspects of knowledge management are discussed (strategic, process, human, technological); we discuss assessment of the quality of knowledge management, strategy development and knowledge management implementation.
- **The course involves interactive case studies and discussion** where participants share their experience and will sometimes work in groups.
- **The course is unique in that the case studies are adapted** to the demands of a particular group of participants.
- **Networking between participants additionally enforces the learning process** – at the beginning of the course the participants exchange information about their individual experience in knowledge management and what information they are looking for.
- The training is organized by **Ernst & Young – a company which has been managing its knowledge for many years** and which received a number of awards in this area (example Most Admired Knowledge Enterprise (MAKE) awards in the years 1998-2010).

**Date and location**

The courses run from 9 am to 4.30 pm. Two breaks for coffee and snacks are scheduled during the day and at 1 pm participants are invited to lunch (included in the price). All dates will be confirmed before the start of the course.

**Costs**

Two day course costs **1800 PLN + 23% VAT** per person.

The price includes course materials, coffee breaks and a hot lunch. The payments should be made before course on the basis of a pro-forma invoice. After the payment is made, a VAT invoice is issued.

**Application**

If you decided to take part in the training course please fill in the on-line or pdf application form and send it to EY Academy of Business by e-mail: academyofbusiness@pl.ey.com not later than one week before the start of the course.
We recommend

Our courses fulfill the requirements of international professional organizations, such as ACCA and IIA, relating to the professional development of their members. In order to complement your knowledge we offer the following courses:

► **Process management** – two-module course, which includes two simulation games, aims at improving the effectiveness and efficiency of the existing business processes.

► **Finance for non-financial managers** – a series of modules presenting the practical aspects of an entity’s finance for people without a financial background who need to in their daily work use and interpret data presented in the financial statements. The programme consists of three modules: reading and interpretation of financial statements, analysis of a company’s financial situation and assessment of investment projects – financial risk management.

► **Management accounting with MS Excel** - The objective of the course is to present management accounting issues, sources of information and methods of presentation and use of this information in business life using computer and an Excel spreadsheet.

We also recommend:

► **Law for managers or what a manager should know before he calls a lawyer/attorney** – a series of four one-day courses aimed at broadening knowledge about the functioning of an enterprise. The participants will learn the practical aspects of law facilitating their business and private lives.

► **Risk management** - a two-day course designed for managers and employees interested in risk analysis in an organization as well as for all those interested in risk management.

Visit our web page where you can find the full offer: [www.academyofbusiness.pl](http://www.academyofbusiness.pl)

If you would like to receive more information please contact us by calling 22 701 00 00 or send an e-mail: academyofbusiness@pl.ey.com

It is possible to organise an *in-house training tailored to a client’s individual request.*