

**Unit Title:** Lead the development of a knowledge management strategy

OCR unit number: 9  
 Level: 7  
 Credit value: 7  
 Guided learning hours: 33  
 Unit reference number: D/506/2959

## Unit aim and purpose

This unit aims to develop the knowledge and skills required to lead the development of a knowledge management strategy and introduces learners to the key principles underpinning knowledge management. Upon completion of this unit, learners will be able to develop a knowledge management strategy, as well as manage and promote knowledge management.

Learning Outcomes	Assessment Criteria	Additional Guidance
<b>The Learner will:</b> 1 Understand the principles underpinning knowledge management	<b>The Learner can:</b> 1.1 Analyse the <b>value of knowledge management</b> 1.2 Evaluate the advantages and disadvantages of a range of models of knowledge management 1.3 Assess the role of staff in the development of a knowledge management strategy  1.4 Assess the nature of knowledge management as a <b>strategic asset</b>  1.5 Characterise <b>different knowledge management approaches and schools of thought</b> 1.6 Analyse different frameworks and dimensions of knowledge management and the use and implications of push and pull strategies 1.7 Analyse the use of technology to manage knowledge	In analysing <b>the value of knowledge management</b> a response could include a range of methods such as: <ul style="list-style-type: none"> <li>• A data and information system e.g. data base</li> <li>• Document management systems</li> <li>• Net based portal</li> <li>• Social systems</li> </ul> This is not an exhaustive list.  <b>Strategic asset</b> a response could refer to knowledge management with reference to: <ul style="list-style-type: none"> <li>• Intellectual property IP</li> <li>• Intellectual capital</li> </ul> This is not an exhaustive list.  <b>Different knowledge management approaches and schools of thought</b> could include KM system as: <ul style="list-style-type: none"> <li>• A data and information computer systems</li> <li>• Document management systems</li> <li>• An internet or intranet net based portal to access data and information</li> </ul>

Learning Outcomes	Assessment Criteria	Additional Guidance
		<ul style="list-style-type: none"> <li>• A social system</li> </ul> <p>And could include reference to:</p> <ul style="list-style-type: none"> <li>• The SECI model</li> <li>• The work of Nonaka and the concept of Ba</li> <li>• The eastern and western context</li> </ul> <p>These are not exhaustive lists.</p>
<p>2 Be able to develop a knowledge management strategy</p>	<p>2.1 Identify the scope <b>for the creation, development, sharing and transfer of knowledge</b></p> <p>2.2 Take action to ensure the strategy identifies business-critical knowledge, facilitates the creation, maintenance and sharing of knowledge and addresses hindrances and risks</p> <p>2.3 Take action to ensure the strategy provides a framework for addressing business-critical needs and addresses all aspects of an organisation's environment</p> <p>2.4 Specify standards, processes and <b>protocols</b> that support knowledge creation, sharing and protection</p>	<p><b>The creation, development, sharing and transfer of knowledge</b> should cover some of the following in the context of the learner's organisation:</p> <ul style="list-style-type: none"> <li>• Capture</li> <li>• Storage</li> <li>• Creation of new knowledge and understanding</li> <li>• Dissemination</li> <li>• Measurement</li> </ul> <p>There might also be a reference made to culture.</p> <p><b>Protocols</b> may include those relating to:</p> <ul style="list-style-type: none"> <li>• Data base formats</li> <li>• Document management systems</li> <li>• Ownership</li> <li>• Access rights</li> </ul> <p>This is not an exhaustive list</p>
<p>3 Be able to manage knowledge</p>	<p>3.1 Implement systems and procedures that protect intellectual property from unauthorised use</p> <p>3.2 Evaluate the capability and capacity of existing information, knowledge and communications systems to meet current and predicted needs</p>	

Learning Outcomes	Assessment Criteria	Additional Guidance
	3.3 Select technologies and suppliers that are capable of meeting current and likely future information, knowledge and communications needs within required security and resource constraints	
4 Be able to promote knowledge management	4.1 Encourage managers to act as knowledge management role models 4.2 Use communications media that are appropriate to the nature of the organisation	

## Assessment

This unit is internally assessed by centre staff and externally verified by OCR Assessors.

## Guidance on assessment

Skills CFA Assessment Strategy Competence units (S/NVQ)

## National Occupational Standards (NOS) mapping/signposting

The mapping in the table below provides an indication of where evidence might be available for assessment against some of the knowledge and understanding contained in the national occupational standards (NOS). It does not claim to guarantee that evidence will meet the NOS.

NOS can be viewed on the relevant Sector Skills Council's website or the Occupational standards directory at [www.ukstandards.co.uk](http://www.ukstandards.co.uk).

Occupational standards	Unit number	Title
Management & Leadership (2012) National Occupational Standards:	CFAM&LEC1 CFAM&LEC2 CFAM&LEC3	

## Additional information

For further information regarding administration for this qualification, please refer to the OCR document 'Admin Guide: Vocational Qualifications' (A850) on the OCR website [www.ocr.org.uk](http://www.ocr.org.uk).