

A Practical Approach to Enhance Knowledge Transfer

Proposal

**Diploma Work
Executive MBA HSG
Course No. 15**

Project Team: Anna Beck
Ralph Brinkmann
Peter Janes

Advisor: Prof. Andrea Back

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1 Concept

Knowledge Management, and as a part thereof, knowledge transfer, is gaining increasing importance. The diploma work aims to compare a theoretical model with practical experiences.

- As theoretical foundation, the model of the KnowledgeSource research center of the University of St. Gallen is used.
- For the practical verification, three projects from the authors' organisations JDS Uniphase, Zurich Social Department, and UBS Switzerland IT are selected.

The diploma work has several objectives:

- Evaluate assumptions of the model framework against experiences from practical projects.
- Compare the projects against each other to identify commonalities and differences.
- Propose recommendations and possibly action plans to improve knowledge transfer and thus competitive advantages of the respective organisations.

The target audience of the diploma work is the management of the organisations under investigation.

2 Scope

2.1 Focus

The diploma work concentrates on investigations in the three organisations, where knowledge transfer – of different kinds – will play an important role in the near future:

- JDS Uniphase: A very successful and rapidly growing company, which produces laser systems, and has to manage growth and fast learning. Training courses to improve production quality and yield will be investigated.
- Zurich Social Department: As part of the SD2000 project, organisation changes have to be defined, initiated and implemented to change from a rather administrative approach to customer oriented services.
- UBS Switzerland IT: A 4000+ person IT organisation within Switzerland's largest bank, which currently undergoes major changes after a merger and a reorganisation, where skills must be kept within the organisation. The SynCross initiative to improve cross-divisional synergies will be considered in more detail.

Investigations will be conducted through questionnaires and interviews with selected partners.

2.2 Out of Scope

Due to the limited timeframe, the findings will not be implemented as part of the diploma work. This will be addressed separately.

Since implementation is not covered, technical solutions and tools will not be addressed, either.