

# Unit 8: Managing Information and Knowledge

**Unit reference number:** F/506/4218

**QCF Level:** 4

**Credit value:** 15

**Guided learning hours:** 72

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## Unit aim

The aim of this unit is to give learners knowledge and understanding of the importance of managing the flow of information and knowledge in an organisation.

## Unit introduction

Information and work-based knowledge is the most valuable resource that an organisation possesses. The effective gathering, protection, analysis, processing and dissemination of information are vital to the success of any organisation. Organisations must ensure that their information systems are reliable, efficient and able to cope with rapid change. This unit is designed to develop knowledge and understanding of managing information and knowledge in an organisation.

In this unit, you will learn how to manage information and knowledge within organisations, including the relationship between data, information and knowledge and the benefits information and knowledge management brings to organisations. You will also learn about the role of ICT in managing information and knowledge, including how ICT affects organisational communication and how ICT can be used to disseminate knowledge throughout the organisation.

Finally, you will gain an understanding about the links between knowledge management strategy and competitive advantage, including the importance of maintaining a learning culture in a changing environment, how knowledge management strategies and processes facilitate and support organisational learning and the relationship between organisational learning and competitive advantage.

## Learning outcomes and assessment criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria determine the standard required to achieve the unit.

### On completion of this unit a learner should:

Learning outcomes	Assessment criteria
<p>1 Understand the need to manage information and knowledge within organisations</p>	<p>1.1 Analyse the main features of information management</p> <p>1.2 Explain the relationship between data, information and knowledge</p> <p>1.3 Analyse the concept of knowledge management</p> <p>1.4 Analyse the benefits information and knowledge management brings to organisations</p>
<p>2 Understand the role of ICT in managing information and knowledge</p>	<p>2.1 Describe the types and nature of organisational information systems</p> <p>2.2 Explain how information and communication technology (ICT) affects organisational communication</p> <p>2.3 Evaluate how ICT can be used to disseminate knowledge throughout the organisation</p>
<p>3 Understand the links between knowledge management strategy and competitive advantage</p>	<p>3.1 Explain the role and importance of knowledge for organisations</p> <p>3.2 Analyse the importance of maintaining a learning culture in a changing environment</p> <p>3.3 Evaluate how knowledge management strategies and processes facilitate and support organisational learning</p> <p>3.4 Evaluate the relationship between organisational learning and competitive advantage</p>

## Unit content

### 1 Understand the need to manage information and knowledge within organisations

*Information management:* definition; organisation; controlling; processing; reporting; maintaining; paper-based; electronic

*Relationship between data, information and knowledge:* pyramid; overlap

*Knowledge management:* definition; capturing; developing; sharing; link to organisational objectives; models, e.g. Nonaka and Takeuchi

*Benefits of information and knowledge management:* learning culture; improves decision making; organisations chance of success increases; use expertise across organisation; increase revenue; collaboration increase; help manage change; help prepare for the future

### 2 Understand the role of ICT in managing information and knowledge

*Organisational information systems:* different systems for different levels/needs; input, process, output; Transaction Process Systems (TPSs); Management Information Systems (MIS); Executive Information Systems (EISs); Decision Support Systems (DSSs)

*How ICT affects organisational communication:* most communication is electronic; impersonal; more efficient; resources; lower cost; quicker response

*How ICT can be used to disseminate knowledge:* storage; circulate; shared areas to centralise knowledge, e.g. intranet, server; store reliable and valid knowledge

### 3 Understand the links between knowledge management strategy and competitive advantage

*Role and importance of knowledge:* improves performance; collaborative culture; increases innovation in employees; problems solved quicker; evaluation on previous problems and solutions

*Maintaining a learning culture:* motivation; staff retention; learning and development; understanding and appreciation of other areas of the organisation; help manage change; increase productivity; increase revenue

*How knowledge management strategies and processes facilitate and support learning:* encourage collaboration; encourage own research to find the answer; encourage sharing

## Essential guidance for tutors

### Delivery

Learners are expected to enquire into the topics under discussion, to question theory and to compare and contrast theory with their professional knowledge and practice. For some learners this will mean building on existing knowledge and earlier studies, while for others it will mean drawing on experience gained in a work environment.

Delivery will be through blended learning, using business resources and class-based teaching. Standard tuition materials, texts, business simulations, exercises and formative assessments can be used. Other delivery techniques can also be used, for example, practical work, role play, tutorials, seminars and discussion groups where personal and professional practice can be shared and discussed can also be used. Learners are encouraged to engage in social learning to carry out practical work, discuss problems, consider experiences, work on case studies, prepare reports for presentation and carry out research on managing information and knowledge. Learners in work are expected to use their working context and roles to learn about the practical techniques associated with managing information and knowledge.

## Assessment

This guidance supports assessors in making decisions about how best to assess each unit and the evidence needed to meet the assessment requirements. Centres can adapt the guidance for learners and the particular assessment context, as appropriate.

It is important that suitable organisations are chosen for investigation so that learners can acquire the information they need to meet the assessment criteria.

Evidence can be presented as a written report or presentation. If a presentation is used, then copies of slides, handouts and presenter notes must be included, as well as learner observation records completed by the tutor.

Working in discussion groups for this unit, will enable the learner to use examples base on their own and other personal experience.

For learning outcome 1, learners will focus on the need to manage information and knowledge with in organisations. Using either their own organisation or an organisation that has been selected for them, learners will need to analyse the main features of information management (AC1.1), explain the relationship between data, information and knowledge (AC1.2), analyse the concept of knowledge management (AC1.3) and analyse at least three benefits information and knowledge management brings to organisations (AC1.4).

For learning outcome 2, learners will need to begin by describing the types and nature of organisational information systems (AC2.1). They can then, using examples, explain how ICT affects organisational communication (AC2.2) and evaluate how ICT can be used to disseminate knowledge throughout the organisation (AC2.3).

Focusing on their selected organisation for learning outcome 3, learners will need to explain the role and importance of knowledge for organisations (AC3.1), analyse, with examples, the importance of maintaining a learning culture in a changing environment (AC3.2), evaluate how knowledge management strategies and processes facilitate and support organisational learning (AC3.3) and evaluate the relationship between organisational learning and competitive advantage (AC3.4).

Evidence of Recognition of Prior Learning (RPL) can also be used within the unit to confirm competence. Wherever possible, the learning outcomes in this unit should be assessed holistically across the qualification.

## Indicative resource materials

### Books

Cornellison J – *Corporate Communication: A Guide to Theory and Practice* (Sage Publications, 2008) ISBN: 9781847872463

Davenport T and Prusak L – *Working Knowledge: How Organizations Manage What They Know* (Harvard Business School Press, 2000) ISBN: 9781578513017

### Websites

[www.managementhelp.org](http://www.managementhelp.org) – Free management library: links to articles on communication

[www.thetimes100.co.uk](http://www.thetimes100.co.uk) – The Times 100: case studies on managing information and knowledge