



Chapter III

A Case Study on Assessing the Readiness of Professional Services Company to Build an Organizational Memory Information System

Hani Abdel-Aziz, Cairo University, Egypt

Khaled Wahba, Cairo University, Egypt

EXECUTIVE SUMMARY

The information system (IS), which supports capturing, gathering, and distribution of knowledge, is one component of organizational memory; and it is defined as an organizational memory information system (OMIS). The professional services (PS) division of an IT company, "CITE,"¹ in Egypt was suffering from knowledge loss due to a high turnover rate. The objective of this case is to highlight the factors that could help "CITE" to develop an efficient OMIS service. Data were collected from the internal structure of the PS division, where all employees were interviewed in order to come up with the appropriate factors that need improvement. Based on the Organizational Memory Information System Success Model developed by Jennex, Olfman, and Pituma (1998), the research highlighted key issues that should be taken into consideration

when developing an OMIS for the PS division of “CITE.” The main findings that were affecting the development of an efficient OMIS were mainly training, management of OMIS, communication, technology, and corporate culture.

INTRODUCTION

The information system (IS), which supports capturing, gathering, and distribution of knowledge, is one component of the organizational memory; and it is defined as an organizational memory information system (OMIS). The professional services (PS) division of an IT Company “CITE”² in Egypt was suffering from knowledge loss due to a high turnover rate. The objective of this case is to highlight the factors that could help “CITE” to develop an efficient OMIS service. Data were collected from the internal structure of the PS division, where all employees were interviewed in order to come up with the appropriate factors that need improvement. Based on the Organizational Memory Information System Success Model developed by Jennex, Olfman, and Pituma (1998), the research highlighted key issues that should be taken into consideration when developing an OMIS for the PS division of “CITE.” The main findings that were affecting the development of an efficient OMIS were mainly training, management of OMIS, communication, technology, and corporate culture.

Putting those factors into consideration, the PS division of “CITE” should consider different issues in order to successfully build an OMIS. “CITE” should consider switching to a centralized model in the way it manages knowledge, to develop specialized training programs for its employees on how to efficiently use the existing IS, to develop rewarding programs for tacit knowledge sharing among its members, to develop a communication mechanism between the users of the OMIS and the team responsible to build and develop the content of that IS, and finally to enhance the existing OMIS technical resources especially in terms of search and retrieval capabilities.

This paper proceeds as follows. In the next sections, theories included in the research will be briefly discussed, as well as an in-depth analysis of the model used in the research. Next, the findings will be highlighted. After, the final recommendations, based on the findings and their interpretation, will be outlined.

BACKGROUND

“CITE” is one of the main players in the IT market worldwide, with a large portfolio of products and services, including hardware (servers, workstations, and storage), software (Internet and desktop applications), and services (support services and professional services). For the purpose of this paper, our main focus will be on the professional services (PS) side of “CITE’s” different activities.

On the global level, IT services are generally divided into hardware/software support services, systems integration services, IT consulting services, processing services, IT training and education services, application development and outsourcing services, and network integration and management services.

The term “professional services (PS)” in IT does not have one specific definition, as PS might include one or more of the services mentioned above. However, for most of

13 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/case-study-assessing-readiness-professional/6163

Related Content

Knowledge Management and Records Management and Competitive Advantage in Business

Alphonse Jumaand Nelly Mzera (2017). *Managing Knowledge Resources and Records in Modern Organizations* (pp. 15-28).

www.irma-international.org/chapter/knowledge-management-and-records-management-and-competitive-advantage-in-business/173795

The Outcome of Knowledge Process for Customer of Jordanian Companies on the Achievement of Customer Knowledge Retention

Amine Nehari-Talet, Samer Alhawariand Haroun Alryalat (2010). *International Journal of Knowledge Management* (pp. 44-61).

www.irma-international.org/article/outcome-knowledge-process-customer-jordanian/39090

Knowledge Sharing Through Enterprise Social Media in a Telecommunications Context

Hajir Al-Mawaliand Kamla Ali Al-Busaidi (2022). *International Journal of Knowledge Management* (pp. 1-27).

www.irma-international.org/article/knowledge-sharing-through-enterprise-social-media-in-a-telecommunications-context/291706

A Qualitative Study of Knowledge Management: The Multinational Firm Point of View

Patrocinio Zaragoza-Saez, Enrique Claver-Cortesand Diego Quer-Ramon (2009). *Handbook of Research on Knowledge-Intensive Organizations* (pp. 311-329).

www.irma-international.org/chapter/qualitative-study-knowledge-management/20860

Adaptation of Descriptive Metadata for Managing Educational Resources in the GREDOS Repository

Erla M. Morales Morgado, Rosalynn A. Campos Ortuño, Ling Ling Yangand Tránsito Ferreras-Fernández (2014). *International Journal of Knowledge Management* (pp. 50-72).

www.irma-international.org/article/adaptation-of-descriptive-metadata-for-managing-educational-resources-in-the-gredos-repository/124807