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Analysis of Universities' Intellectual Capital(IC) based on Knowledge Management viewpoint

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- **Higher education & Development**
- **Definition:** Development is the process of continuous promotion of society toward a better life (= more humanity)

Sustainable development

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Based on: scientific development

↓

Depends on: Developing human resources

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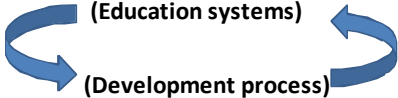
Main mechanism: The Formal System of Higher Education

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- **Higher education & Develop. (a mutual relation)**
- 
 - (Education systems)
 - (Development process)
- **Characteristics of knowledge age**
- 1-complexity & rapidly changing global society
- 2-Moving toward information society & knowledge-based technologies

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Reviewing and Restructuring in universities

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- **Some challenges universities and research centers confront with:**

Opportunities	Threats
1-possibility of communications in national & international levels	1-problems of budgeting
2- flexibility in education-research methods and scopes	2-market & new competitors (virtual educations)
3-focus on social & cultural universities functions	3-lack of scientific persons (colleagues,...)

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- **The World Conference on Higher Education (WCHE) in the Twenty-first Century approved that higher education institutions should be considered as:**

- 1- closer links to the world of work
- 2- environment for lifelong learning
- 3-Enjoying autonomy and freedom exercised with responsibility
- 4- cultural debates,affirmation and safeguarding of diversity

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- **Therefore:**

Is the growth of formal system for higher education equivalent to "more leaning"? (NO)

↓

We need a new approach

Intellectual Capital

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What Is IC?

Definition: IC represents knowledge-related intangible assets embedded in an organization

Main characteristics

- 1- Has publicness
- 2- Depreciation: Does not wear out but usually depreciate rapidly
- 3- Hard to calibrate
- 4- property rights: limited (patents, etc) and Fuzzy, even in developed countries

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IC CLASSIFICATION

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graph TD
    IC((Intellectual Capital)) --- CC[Customer Capital]
    IC --- HC[Human Capital]
    IC --- SC[Structural Capital]
    IC --- CCult[Cultural Capital]
  
```


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- **Human Capital**
- **Definition:** a set of valuable explicit & tacit knowledge have individuals in the organization
- **Examples:** colleagues, researchers, R & D managers, students, staffs

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- **Structural Capital**
- **Definition:** Tacit knowledge related to internal organizational processes about distribution, communication & management of scientific & technical knowledge
- **Examples:** databases, inventions, patents & working processes

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- **Customer Capital**
- **Definition:** A set of explicit & tacit knowledge related to methods that universities and research centers interact with other social institutions
- **Examples:** All agreements and research contracts

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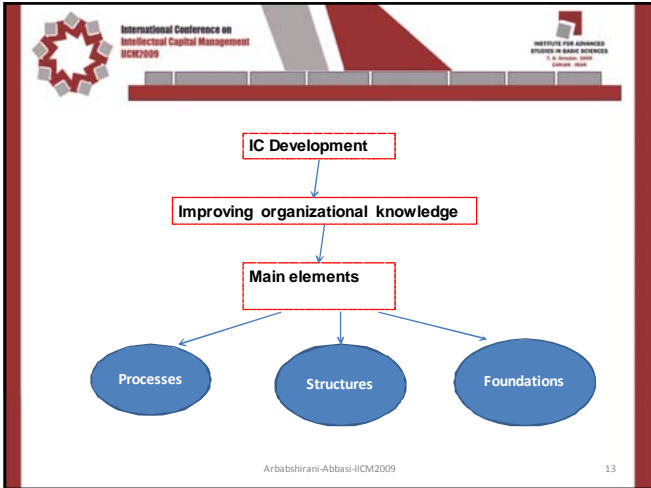
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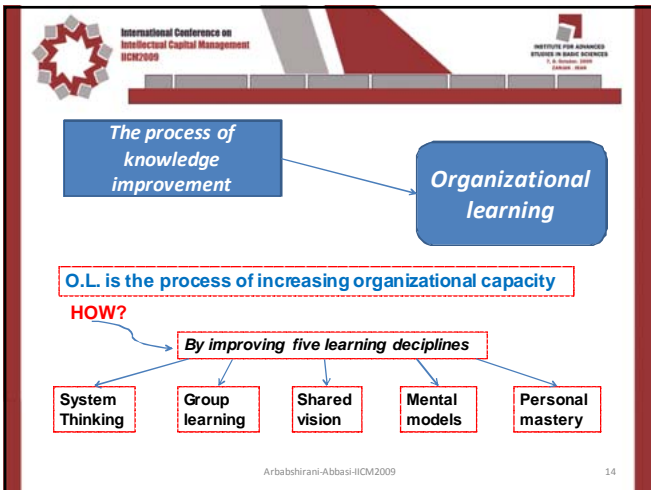


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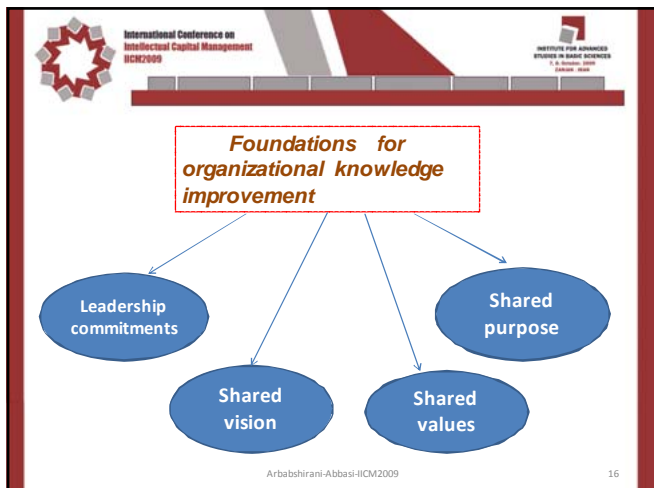
- **Cultural Capital**
- **Definition:** Everything that enable an organization to capture huge values
- **Examples:** innovative, Entrepreneur

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Case study: FATHOM

FATHOM : The first profit & digital multimedia organization

Objective: Marketing, distribution & trading specific products and services

Work method: Establishment of an international consortium consisting of leadership universities & cultural institutions

Revenue: Through commission agent of selling products and services

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Products & services present FATHOM

- 1- Direct interaction with colleagues, researchers and librarians
- 2- Exhibitions, lectures & dialogues about new scopes and contents of knowledge
- 3- Establishment of integrated network of different universities
- 4- Providing up to date products (such as electronic books, online expert databases)

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Conclusion

- 1- Intellectual Capital is primary factor for science & technology generation
- 2- Organizational knowledge has critical role in IC development
- 3- It is important to focus on knowledge-based economy and its sequences
- 4- More efforts is necessary to overcome structural weaknesses in universities

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**Thanks
For
Your attention**

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