

MODELO PARA REPRESENTAR LA MEMORIA ORGANIZACIONAL PARA UNA EMPRESA DEL SECTOR FINANCIERO

Nombres y apellidos

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Resumen

En este proyecto de grado, se ha decidido ocultar el nombre real de la empresa origen del estudio para proteger su identidad y confidencialidad. En su lugar, la empresa será referida en adelante como "Empresa FNZ". Empresa FNZ es una entidad del sector financiero con más de 20 años de experiencia en el mercado. Fundada a principios de los años 2000, logro consolidarse como una de las principales instituciones financieras de la región en la colocación de créditos por libranza, contaba con una nómina superior a los 50 empleados de planta y más de 20 asesores

comerciales por prestación de servicios en toda la región. La empresa ofrece créditos por libranza a empleados públicos como docentes y pensionados, además ofrece servicios financieros de inversión.

El presente trabajo de investigación se enfoca en proponer un modelo para representar la memoria organizacional de una empresa del sector financiero que sufrió una reestructuración fuerte por cambios en la normatividad del sector.

La gestión efectiva del conocimiento y la información dentro de una organización es crucial para su éxito y adaptación en un entorno empresarial dinámico y competitivo. En este contexto, se reconoce la importancia de la memoria organizacional como un recurso estratégico que permite a las organizaciones aprender de su pasado, tomar decisiones informadas y adaptarse a los cambios del mercado.

Este estudio se basa en una revisión de la literatura existente sobre gestión del conocimiento y memoria organizacional, así como en un análisis detallado de las necesidades y desafíos específicos de la empresa FNZ. Se propone un modelo conceptual que integra elementos clave para la representación efectiva de la memoria organizacional, incluyendo la captura, almacenamiento, organización, acceso y transferencia de conocimiento dentro de la empresa.

El modelo propuesto se fundamenta en principios teóricos sólidos como los aportados por autores reconocidos en este contexto como Nonaka y Takeuchi, Davenport y Prusak, Walsh y Ungson entre otros, y se adapta a las características y requerimientos particulares de la empresa. Además, se proporcionan recomendaciones prácticas para la implementación exitosa del modelo en la organización, incluyendo estrategias de capacitación, integración con sistemas existentes y gestión del cambio organizacional.

Se espera que este trabajo contribuya al avance del conocimiento en el campo de la gestión del conocimiento y la memoria organizacional, así como que brinde a la empresa FNZ una herramienta efectiva para mejorar su capacidad de aprendizaje organizacional, tomar decisiones estratégicas y mantener su competitividad en el mercado.

La implementación de este modelo pretende gestionar tanto el conocimiento explícito como el tácito, dando como resultado la mejora continua de los procesos, usando todo el conocimiento de experiencias vividas de casos de éxito o evitar los fracasos de malas decisiones del pasado, logrando la “Creación de conocimiento organizacional” el cual es la capacidad para generar nuevo conocimiento, diseminarlo entre los miembros de la organización y materializarlos en productos, servicios y/o sistemas. (Nonaka, 1999).

Palabras claves:

Gestión del conocimiento, Conocimiento explícito y tácito, memoria organizacional

Abstract

In this degree project, it has been decided to conceal the real name of the company under study to protect its identity and confidentiality. Instead, the company will hereafter be referred to as "Company FNZ". Company FNZ is a financial sector entity with over 20 years of market experience. Founded in the early 2000s, it has consolidated itself as one of the leading financial institutions in the region in the placement of payroll-deductible loans, employing more than 50 permanent staff and over 20 commercial advisors on a service provision basis across the region. The company offers payroll-deductible loans to public employees such as teachers and pensioners, as well as providing investment financial services.

This research work focuses on proposing a model to represent the organizational memory of a financial sector company that underwent significant restructuring due to changes in industry regulations. Effective knowledge and information management within an organization is crucial for its success and adaptation in a dynamic and competitive business environment. In this context, the importance of organizational memory is recognized as a strategic resource that enables organizations to learn from their past, make informed decisions, and adapt to market changes.

This study is based on a review of the existing literature on knowledge management and organizational memory, as well as a detailed analysis of the specific needs and challenges of Company FNZ. A conceptual model is proposed that integrates key elements for the effective representation of organizational memory, including the capture, storage, organization, access, and transfer of knowledge within the company.

The proposed model is grounded in solid theoretical principles and adapted to the characteristics and requirements of the company. Additionally, practical recommendations are provided for the successful implementation of the model within the organization, including training strategies, integration with existing systems, and change management.

It is expected that this work will contribute to the advancement of knowledge in the field of knowledge management and organizational memory, as well as provide Company FNZ with an effective tool to improve its organizational learning capacity, make strategic decisions, and maintain its market competitiveness.

The implementation of this model aims to manage both explicit and tacit knowledge, resulting in the continuous improvement of processes, utilizing all the knowledge from

successful experiences or avoiding failures from past poor decisions, achieving "organizational knowledge creation," which is the ability to generate new knowledge, disseminate it among members of the organization, and materialize it into products, services, and/or systems (Nonaka I., 1999).

Keywords:

Knowledge management, Explicit and tacit knowledge, Organizational memory.

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