

Course Name: Knowledge Management Strategy and Design (KMSD)

Credits	1.5
Faculty Name	Bhaskar Basu (1.0) with Practitioner (0.5)
Program	MBA (HRM-II);2018-20
Academic Year and Term	2019-20, Term VI

1. Course Description:

The course covers the latest theory and practice of Knowledge Management (KM), with an integrated interdisciplinary presentation that makes sense of the confusingly wide variety of technological and business KM perspectives arising simultaneously from artificial intelligence, information systems, and organizational behavior. An attempt is made to cover the "soft" management needs and challenges in leveraging knowledge effectively within an organization. The objective of this course is to offer a solid foundation covering the major problems, challenges, concepts, and techniques dealing with the organization and management of knowledge with the help of case studies, problem solving tools and assignments (in a workshop mode).

2. Student Learning Outcomes:

On completion of the course participants will be able to:

- Understand the fundamental concepts in the study of knowledge and its creation, representation, dissemination, use and re-use, and management.
- Appreciate the strategic role and use of knowledge in organizations and institutions, and the typical dilemmas and challenges confronting managers.
- Recognize "Learning" as the only sustainable, competitive advantage for organizations in the years to come
- Design Decision Support System (DSS) based on changes in workflow dictated by AI and social media

3. Readings:

- Knowledge Management in Organizations by Donald Hislop; 3rd Edition, OXFORD Publications
- Elias M. Awad, Hassan M. Ghaziri (2004). *Knowledge Management*. Prentice Hall.
- Ian Watson (2002). *Applying Knowledge Management: Techniques for Building Corporate Memories*. Morgan Kaufmann.

- Madanmohan Rao (2004). *Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions*. Butterworth-Heinemann.
- Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science*, 5(1), 14-37.
- Yahya, S., & Goh, W. K. (2002). Managing human resources toward achieving knowledge management. *Journal of Knowledge Management*, 6(5), 457-468.
- O'Reilly, C.H. III & Tushman, M.L., (2004). The ambidextrous organization, *Harvard Business Review*, 82(4), 74-81.
- Connelly, C. E., Zweig, D., Webster, J., & Trougakos, J. P. (2012). Knowledge hiding in organizations. *Journal of Organizational Behavior*, 33(1), 64-88.
- Amrit Tiwana (2002). *The Knowledge Management Toolkit: Orchestrating IT, Strategy, and Knowledge Platforms* (2nd Edition). Prentice Hall.
- Peter F. Drucker, David Garvin, Leonard Dorothy, Straus Susan, John Seely Brown (1998). *Harvard Business Review on Knowledge Management*. Harvard Business School Press.
- Thomas H. Davenport, Laurence Prusak (2000). *Working Knowledge*. Harvard Business School Press.

4. Tentative Sessions:

Session	Topic	Deliverable
BHB (02)	Introduction to KM: Factors influencing Organizational KM; KM Frameworks and Contrarian View of KM	Handout/ Video
BHB (02)	Knowledge Management and Organizational Learning	HBS case
VF (02)	Knowledge Management Application in Industry today	Live case study (Practitioner)
BHB (02)	Embedding AI in KM practices	HBS case
VF (01)	Open source systems as KM tool	In-class Assignment
BHB/VF (01)	Group Mini-Project	Presentation

5. Evaluation:

- Group Presentation : 20%
- End Term : 40%
- Assignments (Indiv + Group) : 25%
- Class Participation : 15%

6. Academic Integrity:

Broad Course Guidelines

Your attitude towards the course material will influence your learning and performance. The skills you will acquire in this course will be very useful, irrespective of your future roles in any business. You are responsible for all of the materials covered in class and in the textbook, even if you were absent for the classroom session. You are free to meet your instructor in connection with homework assignments and to clarify any concepts from the lecture, with appointment. All homework/group assignment topics will be intimated in class or by email or uploaded on the Course Web/AIS. No retests will be taken and assignment submissions will not be accepted after due date/time.

Course Conduct

You will not indulge in any disruptive activities during the class lecture and discussions/presentations. If the instructor discovers any such activity, you will be adequately penalized. Students not attending classes should ensure responsibility for the class coverage and announcements. *Mobile phones are not allowed inside the class room. Laptops may be brought to the class when instructed to do so (for the specific class/es). Adopting unfair means or mal-practice/s, or plagiarism in any form will make you eligible to get an F grade in the entire course.*

Class Participation

Class participation is an important component for the class to be engaging and meaningful. Obviously, you must attend classes in order to participate. You should provide meaningful contribution to the class through comments and discussion during case study discussions throughout the course. Attendance will also be used to decide on the marks for your class participation component.

Note: Case handouts will be given to all the students separately at the beginning of the session. Your instructor reserves the right to alter any of the above. All change/s will be announced in class, via e-mail, or will be updated on the course AIS. Additional reading material will be uploaded on AIS or sent via group mail, if required.

Course Name: KMSD (Syllabus)

Course Objectives:

Knowledge management is essentially about getting the right knowledge to the right person at the right time. This in itself may not seem so complex, but it implies a strong tie to corporate strategy, understanding of where and in what forms knowledge exists, creating processes that span organizational functions, and ensuring that initiatives are accepted and supported by organizational members. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement.

Hence this course adopts a multidisciplinary perspective, encompassing issues of strategy, structure, systems and human resource management. The objective is to provide the student a clear and comprehensive overview of the underlying concepts, the different approaches and the practical ways in which knowledge management is implemented within a wide range of organizations, viz. application of AI and social media.

Course Contents:

The course provides the student the concept of knowledge before examining how, and whether, knowledge can be managed within the organizations through suitable analysis and design. The course provides a comprehensive introduction to the subject, increased discussion on the use of social networking technologies and readings on Knowledge Creation, Facilitating Knowledge Management and Organizational Learning. International case studies have been used to reflect new and emerging trends in the field.

Learning Outcomes:

At the end of the course, students are expected to

- Explore the diverse range of definitions and perspectives of knowledge management
- Explore the different conceptualizations of organizational learning
- Explain how knowledge management systems can assist in a variety of organizational problems
- Understand effective ways of implementing knowledge management initiatives in organizations