

Course Name: Knowledge Management (KM)

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| Credits | 3.0 |
| Faculty Name | Bhaskar Basu |
| Program | EMBA |
| Academic Year and Term | 2022-23, Term IV |

1. Course Description:

Knowledge capital is at the core of the socio-economic global system. Profit and not-for-profit firms, institutions, and organizations, in general, face unique opportunities and threats related to knowledge management. Digital technologies and digital transformation offer a wide array of opportunities for value creation. At the same time, organizations need to foster newer, faster, and more dynamic ways of mobilizing and managing knowledge. **Knowledge Management (KM)** strategies are typically tied to organizational objectives and are intended to achieve specific outcomes, such as shared intelligence, improved performance, competitive advantage, or higher levels of innovation. This course offers 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, lectures, and assignments. The course covers the journey through the cycle of knowledge discovery, knowledge capture, knowledge processing, knowledge storage, and knowledge utilization.

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 application of knowledge in organizations while leveraging industry 4.0 concepts to provide a competitive advantage.

3. Readings:

- Knowledge Management: value creation Through Organizational Learning (Klaus North and Gita Kumta, 2nd edition, Springer)
- Knowledge Management in Organizations by Donald Hislop; 3rd Edition, OXFORD Publications (Textbook)
- 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.

- Mohapatra, Sanjay. “Knowledge Management”, Macmillan, New Delhi, 2012
- 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.
- HBS Cases and HBR readings

4. Tentative Sessions:

| Session | Topic | Pedagogy |
|---------|---|---|
| | PART A: KNOWLEDGE DISCOVERY | |
| 01-02 | Introduction to KM: What is KM? How Organizations Learn? Dimensions of Knowledge; Learning and KM | Readings and Lecture |
| 03-04 | Knowledge Management (KM) and Digital Transformation (DT): How KM is driving Industry 4.0 | Individual Class Assignment and Lecture |
| | PART B: KNOWLEDGE CAPTURE | |
| 05-06 | Strategies for Managing Knowledge: Developing a KM Strategy; Practical challenges in managing KM | Readings and Class Activity |
| 07-08 | Integrating Technology in KM applications: IOT, Cloud, Blockchain, Metaverse | HBS Case(s) |
| 09-10 | Business Process Models/Data Models: Use Cases | Class Exercise |
| | PART C: KNOWLEDGE PROCESSING | |
| 11-12 | Using simple DSS tools to refine knowledge | Hands-on Exercise (Laptop required) |
| 13-14 | AI/ML/LLM applications for mining knowledge | Hands-on Exercise (Laptop required) |
| | PART D: KNOWLEDGE STORAGE | |
| 15-16 | Privacy and Security issues in KM | Practitioner Session |
| | PART E: KNOWLEDGE UTILIZATION | |
| 17-19 | Putting KM to Practice: Application of KM in various domains | HBS Case(s) |
| 20 | Presentations & Wrap-up | Open Forum |

* A session may not be held strictly in the sequence provided

5. Evaluation:

- End Term : 40
- Case Analysis (Individual) : 15
- Assignment(s) (Individual + Group) : 30 (15 + 15)
- 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 an appointment. All homework/group assignment topics will be intimated in class or by email or uploaded on the Course Web/UMS. No retests will be taken and assignment submissions will not be accepted after the 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 classroom. Laptops may be brought to the class when instructed to do so (for the specific class/es). Adopting unfair means or malpractice/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 contributions to the class through comments and discussion during case study discussions throughout the course. Attendance will also be used to determine the marks for your class participation component.

Note: *Your instructor reserves the right to alter any of the above.* All change/s will be announced in class, via e-mail, or updated on the course UMS. Additional reading material will be uploaded on UMS or sent via group mail, if required.

