Course Name: Knowledge Management Strategy and Design (KMSD)

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

1. Course Description:

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. An attempt is made to cover the management needs and challenges in leveraging knowledge effectively in the era of Industry 4.0. 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 emphasizes specific application issues, global issues, and emerging technologies in business.

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 emerging technologies 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	Readings (Text Book)
01-02	Introduction to KM: What is KM? How Organizations Learn?	Readings and Class Activity
03	Knowledge in Organizations: Dimensions of Knowledge	Readings and Lecture
04-05	Strategies for Managing Knowledge: Developing a KM Strategy	Class Exercise (Group)
06-07	Practical challenges in managing KM: Role of Managers	HBS Case: Amanda Tremblay at Citrine Solutions
08-13	How Industry 4.0 is powering KM: IOT, Blockchain, Cloud, Social Media	HBS Case: Intel and Industry 4.0
14-15	Knowledge Management and Digital Transformation	HBS case: GE Digital
16-17	AI/ML applications for mining knowledge	Hands-on (Lab)
18	KM Leadership and Best Practices	Lecture
19	Group Presentation	Group Assignment
20	Wrap-up	Open Forum

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

5. Evaluation:
- End Term : 30
- Case Presentation (Group) : 20
- Assignment(s) (Individual + Group) : 35 (20 + 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 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 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 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.