

Course Name: Knowledge Management Strategy and Design (KMSD)

Credits	1.5 + 1.5
Faculty Name	Prof Bhaskar Basu (BB) + Dr Arnab Banerji*(AB)
Program	EMBA (XIMB)
Academic Year and Term	2021-22, 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 "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, lectures and assignments. The course emphasizes on specific application issues, global issues and emerging technologies in KMSD.

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 sharing of knowledge in knowledge intensive organizations while leveraging the emerging technologies to provide a competitive advantage

**Arnab Banerjee, is a Senior Manager with the global supply chain team of Micron Technology and drives the Advanced analytics team in India. Previously he was consulting with Infosys, in ERP, IOT and Blockchain technology implementations in Manufacturing and Supply chain. He is an established thought leader in digital supply chain and passionate about sharing and proliferating knowledge and experience in academia. He has consulting experience of more than 18 years' spans across North America, Europe and Asia and is based out of Hyderabad (India). He holds a PhD in Industrial Engineering, a Master's in Industrial Engineering and a graduate degree in Mechanical Engineering.*

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
1-2 (BB)	Introduction to KM: What is KM? How Organizations Learn?	Readings and Class Activity
3-4 (BB)	Knowledge in Organizations: Knowledge Based Value Creation; Dimensions of Knowledge; Changing Landscape	Readings and Lecture
5-6 (BB)	Strategies for Managing Knowledge: Developing a KM Strategy	Class Assignment
7-8 (BB)	Challenges of KM in today's era and need for a relook	Readings and Case
9-10 (BB)	Putting KM into Practice: The Art and Practice of a Knowledge Organization	Readings and Case
11-12 (AB)	Blockchain based KM Models: Blockchain in Media and Communication; Smart Contracts	Lecture and Case
13-14 (AB)	How Industry 4.0 is powering KM: Application of IOT in business processes	Lecture and Case
15-16 (AB)	KM in IT services and IT Product Development organizations	Lecture and Readings

17-18 (AB)	KM in Agri supply chain and KM mechanisms in Reverse Supply Chain	Lecture and Case
19 (AB)	KM Leadership and Best Practices	Lecture and Readings
20 (AB BB)	Presentations and Wrap-up	Group Presentation

* Sessions may not be held in the sequence provided

5. Evaluation:

- End Term : 40%
- Group Project/Presentation : 20%
- Individual Assignment(s) : 20%
- Class Participation : 20%

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: *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.