Course Name: Knowledge Management Strategy and Design (KMSD)

Credits	3.0
Faculty Name	Bhaskar Basu
Program	EMBA
Academic Year and Term	2020-21, Term IV

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, lectures and assignments.

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 obstacles that KM aims to overcome.

3. Readings:

Text Book:
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.

4. Tentative Sessions:

Session	Topic	Reading (Text Book)
1-2	Introduction to KM: What is KM? How Organizations Learn?	Chapter 1
3-5	Knowledge in Organizations: Knowledge Based Value Creation; Dimensions of Knowledge; Knowledge-Based Theory of the Firm	Chapter 2
6-7	Organizational Forms to Leverage Knowledge: Knowledge Alliances	Chapter 3
8-9	Knowledge Workers in the Digital Age: Future of Knowledge Work; COPs	Chapter 4
10-11	Strategies for Managing Knowledge: Developing a KM Strategy	Chapter 5-6
12-13	ICT and KM: Supporting Digital Transformation in Organizations	Chapter 7
14-15	KM Metrics: IC Reporting and protecting knowledge	Chapter 8
16-17	Putting KM into Practice: KM Implementation Frameworks	Chapter 9
18	KM Practices in TATA Group KM @ Tata Steel	Guest Lecture
19	Contrarian view of KM: Video	Class Discussion
20	Group Presentations and Wrap-up	

* Any session may be held not in sequence provided

5. Evaluation:

- End Term   : 30%
- Group Project   : 30%
- Individual Assignment(s)   : 20%
- Case Study Analysis   : 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.