

KNOWLEDGE MANAGEMENT

Subject Code	: 14MBA HR305	IA Marks	: 50
No. of Lecture Hours / Week	: 04	Exam Hours	: 03
Total Number of Lecture Hours	: 56	Exam Marks	: 100
Practical Component	: 01 Hour / Week		

Objectives:

1. To understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
2. To critically evaluate current trends in knowledge management and their manifestation in business and industry.
3. The purpose of this course is to acquaint students with some of the organizational and management issues surrounding the emergence of information and knowledge as key factors in developing and maintaining a competitive advantage for firms.
4. Analyze and build communities of practice to contribute and share knowledge

Module 1:

(8 hours)

INTRODUCTION: What Is Knowledge Management, Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge Assets, Organizational Perspectives on Knowledge Management, Why Is KM Important Today?, KM for Individuals, Communities and Organizations, Future Challenges for KM.

Module 2:

(8 hours)

UNDERSTANDING KNOWLEDGE: THE CORE OF BUSINESS: Knowledge, Intelligence, Experience, Common sense. Cognition and KM. Types of Knowledge, Expert Knowledge, Human Thinking & Learning. Organization Knowledge Management architecture and Implementation Strategies.

KNOWLEDGE CREATION AND CAPTURE: Knowledge Creation, Nonaka's Model, Major Theoretical KM Models, Takeuchi Knowledge Spiral Model, Knowledge Conversion, Knowledge Spiral. Knowledge Architecture, Other knowledge capture techniques.

Module 3:

(8 hours)

THE KNOWLEDGE MANAGEMENT CYCLE: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, The McElroy KM Cycle, The Wiig KM Cycle, An Integrated KM Cycle,

KNOWLEDGE CODIFICATION: Explicit Knowledge Codification, Cognitive Maps, Decision Trees, Knowledge Acquisition and Application Tools.

Module 4:

(8 hours)

KNOWLEDGE SHARING AND COMMUNITIES OF PRACTICE:

The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools, Networking Technologies, Obstacles to Knowledge Sharing, Organizational Learning and Social Capital, How to Provide Incentives for Knowledge Sharing

Module 5: (8 hours)

KNOWLEDGE APPLICATION: Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application

THE ROLE OF ORGANIZATIONAL CULTURE: Different Types of Cultures, Organizational Culture Analysis, Culture at the Foundation of KM, The Effects of Culture on Individuals, Cultural Transformation to a Knowledge-Sharing Culture, Organizational Maturity Models, KM Maturity Models, CoP Maturity Models,

Module 6: (8 hours)

KM STRATEGY AND METRICS:

Knowledge Management Strategy, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.

Module 7: (8 hours)

THE KM TEAM & LEARNING ORGANIZATIONS:

LEARNING ORGANIZATION: The mystique of learning organization, learning and change, RICE Model. Major Categories of KM Roles, Senior Management Roles, KM Roles and Responsibilities within Organizations, The KM Profession. **ETHICAL, LEGAL AND MANAGERIAL ISSUES.**

Practical Components:

1. To expose and make students to prepare a report on knowledge management practices implemented by successful companies.
2. Make a team of 2-3 students and asking them to conduct a telephonic interview or survey regarding local businesses familiarity with and level of literacy in KM.
3. To do a comparison on the KM Life Cycle Models and seeing their applicability in organizations.
4. To organize a group discussion for students and enable them to go through the knowledge acquisition phases.
5. Asking students to compare and contrast on different COPs.

RECOMMENDED BOOKS:

1. Knowledge Management by Elias M Avad, Hassan M Ghaziri, PHI, 2nd Edition.
2. Knowledge Management in Theory and Practice by Kimiz Dalkir, PHI, 2nd Edition.
3. Knowledge Management: Tool for Business Development by Dr. B. Rathana Reddy, Himalaya Publishing House.
4. Knowledge Management by Sudhir Warier, Vikas Publishing House.

REFERENCE BOOKS:

1. Knowledge Management by Ratnaja Gogula.
2. Handbook on knowledge management by Holsapple, Springer Verlag.
3. Knowledge Management : Systems And Processes by Fernandez Irma Becerra, Sabherwal Rajiv, Prentice Hall India.