

KNOWLEDGE MANAGEMENT

Course code	<i>MNG 169</i>
Course title	<i>Knowledge Management</i>
Type of course	<i>Main</i>
Study level	<i>1st</i>
Department	<i>Bachelor Studies</i>
Year of study	<i>3rd for Students of International Business and Communication</i>
Semester	<i>Spring</i>
Credits	<i>6 ECTS: 20 hrs. lectures, 28 hrs. seminars</i>
Lecturers	<i>Full Professor Vlado Dimovski, PhD</i>
Study form	<i>Full-time</i>
Courses to have prior this course	<i>-</i>
Course language	<i>English</i>

AIMS OF THE COURSE

The course presents the impact of the knowledge-based environment on the management process through its fundamental functions of leading and controlling in a new era organization. At the turn of the 21st century, organizations are facing the internet revolution, which imposes on top management new and different conceptual requirements. In the age of the knowledge-based economy, the process of management is undergoing radical changes in all dimensions of basic management functions. Learning organizations build their sustainable competitive advantages on knowledge and intellectual capital, which also represents the only economic source of the modern organization.

The purpose of the course is to:

- make the student knowledgeable about the principles and concepts related to an overview of knowledge management and the effects of change on the management field
- establish the narrative of historical development of knowledge management
- make the students knowledgeable about the fundamental functions of knowledge management through case studies approach.

Learning outcomes:

Upon completion of this course, students should know the contemporary knowledge management systems and processes and also conquer the challenges in turbulent business environment by foreseeing trends and demonstrating knowledge management skills.

Subject learning outcomes (SLO)	Study methods	Assessment methods
SLO1. Introduce students to the core concepts of knowledge management in practice	Lectures	Midterm test, coursework/ presentation
SLO2. Discuss and analyze issues within the area of knowledge management	Lectures, seminars, solving exercises, self-study	Midterm test, final exam
SLO3. Assess and analyse dilemmas regarding the distribution of knowledge	Lectures, seminars, solving exercises, self-study	Midterm test, final exam, Coursework/ presentation
SLO4. Develop a general orientation in knowledge management perspective	Lectures, seminars, solving exercises, self-study	Coursework/ presentation
SLO5. Understand knowledge management systems	Lectures, seminars, solving exercises, self-study	Midterm test, final exam, Coursework/ presentation
SLO6. Apply critical thinking and problem solving skills in learning organizations.	Lectures, seminars, solving exercises, self-study	Midterm test, final exam, Coursework/ presentation
SLO7. Demonstrate knowledge and ability to evaluate and assess the appropriateness of certain knowledge management tools	Case studies	Midterm test, coursework/ presentation, final exam
SLO8. Understand knowledge management theory in connection with practical examples	Lectures, seminars, solving exercises, self-study	Midterm test, coursework/ presentation, final exam

LEARNING METHODS

The course is entirely taught in English and designed to achieve its aims through a balanced mixture of lectures and interactive case-study sessions. Activities are designed to encourage active participation and interactive communication.

DATE	TOPIC	IN-CLASS HOURS		READINGS
		Lecture	Seminar	
Day 1	<ul style="list-style-type: none"> Introduction into the Course (Syllabus): Presentation of the course themes and work policies at the course Chapter 1: Introduction to knowledge management Knowledge management overview 	4	4	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. (pp. 3-32)
Day 2	<ul style="list-style-type: none"> Leveraging knowledge – Part 1 Leveraging knowledge – Part 2 	2	10	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 3: Intellectual capital (pp. 63-88) Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 4: Strategic management perspectives (pp. 89-117)
Day 3	<ul style="list-style-type: none"> Creating knowledge – Part 1 Creating knowledge – Part 2 Reflection of first course's week 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 5: Organizational learning (pp. 121-157) Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 6: The learning organization (pp. 158-182)
Day 4	<ul style="list-style-type: none"> Consultations Preparations for mid-term Group work 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education.
Day 5	<ul style="list-style-type: none"> MIDTERM EXAM (IN CLASS) 90 min Group work 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education.
Day 6	<ul style="list-style-type: none"> Knowledge artefacts Mobilizing knowledge – Part 1 Group work 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 7: Knowledge management tools: component technologies (pp. 185-227) Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 9: Enabling knowledge contexts and networks (pp. 261-294)
Day 7	<ul style="list-style-type: none"> Mobilizing knowledge – Part 2 Presentation of the Teamwork Projects (Part I) 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education. Chapter 10: Implementing knowledge management (pp. 295-321)
Day 8	<ul style="list-style-type: none"> Meaning of knowledge in personal management Presentation of the Teamwork Projects (Part II) 	2	2	Recommended readings: Jennex, M. (2005). Case Studies in Knowledge Management. Hershey: Idea Group Publishing. Meaning of knowledge in personal management
Day 9	<ul style="list-style-type: none"> Knowledge management as corporate social responsibility -How do I manage my knowledge? Presentation of the Teamwork Projects (Part III) Wrap up/Summary 	2	2	Jashapara, A. (2011). Knowledge management: An integrated approach. Harlow: Pearson Education.

DATE	TOPIC	IN-CLASS HOURS		READINGS
Additional	<ul style="list-style-type: none"> FINAL EXAM (IN CLASS) 120 min 			
	Total hours (for each group): 48	20	28	

COURSE REQUIREMENTS

- The **final exam** will account for **40%** of the final grade. The final exam will cover the topics covered on and after Day 5 (topics not included in mid-term exam).
- The **mid-term test (25%)** will cover the content of the lectures/seminars from Day 1 to including Day 4.
- Paper grade (35%)**. Students will be asked to present/ oppose on a given topic. This simulation will take place during the seminars. Students will be assessed according to various criteria that will be presented at the first lecture. Details about the grading and the presentation scope will be presented on the first day of the lectures. Students who are active during class discussions may receive bonus points for the presentation.

TYPE	TOTAL HOURS	EVALUATION, %
Paper grade	38	35
Mid-term test	36	25
Final exam	38	40
Total:	112	100

REMARKS – IN ADDITION TO THE ISM REGULATIONS OF UNDERGRADUATE STUDIES

- Students will be informed in advance, which cases have to be read (prepared) for the following case-study discussions. Students will have minimum 5 days time to prepare. Reading the case studies for the class discussion is obligatory. The lecturer will ensure that the students have access to all case studies. Attendance and participation in the seminars and lectures is strongly recommended.
- If final (cumulative) mark of the course, including final exam score, is insufficient, students will be allowed to exercise their **right of retake**. The retake exam will cover all lectures and case-discussion topics discussed in class during the course. It will be held during the last week of the exam session and **will replace the 65% of exams (mid-term and final)**. Acquired scores from all assignments will be summed up and the final (cumulative) grade will be given.
- Specific rules apply in the case of in-class presentations.
 - Students are able to sign in for the presentation topics on the first lecture.** Students failing to register for the presentation - before the given deadline - will be grouped by the lecturer. In case of disregard, students will be graded with a 0 (zero).
 - In case of serious reasons, students maybe be allowed to switch with a member of another group. Students are responsible for making the changes themselves and inform the lecturer.
 - Individual group members not showing up for the presentation session will get a 0 (zero) for the individual assessment criteria.
 - In exceptional cases, the lecturer will consider alternative forms of assessment for the group presentation grade.

LITERATURE

Obligatory readings:

- Jashapara, A. (2011, 2nd edition). *Knowledge management: An integrated approach*. Harlow: Pearson Education.

Optional readings:

1. Easterby-Smith, M., & Lyles, M. A. (2005). *The Blackwell Handbook of Organizational Learning and Knowledge Management*. Oxford: Blackwell Publishing.
2. Baets, W. R. J. (1998). *Organizational Learning and Knowledge Technologies in a Dynamic Environment*. Boston: Kluwer Academic Publishers.
3. Becerra-Fernandez, I., & Sabherwal, R. (2010). *Knowledge Management: Systems and Processes*. New York: M.E. Sharpe.
4. Davis, J., Subrahmanian, E., & Westerberg, A. (2005). *Knowledge Management: Organizational and Technological Dimensions*. Heidelberg: Physica-Verlag.
5. Holsapple, C. W. (2003). *Handbook on Knowledge Management : Knowledge Matters*. Berlin: Springer.
6. Ichijo, K., & Nonaka, I. (2007). *Knowledge Creation and Management: New Challenges for Managers*. Oxford: Oxford University Press.
7. Jennex, M. E. (2009). *Knowledge Management, Organizational Memory, and Transfer Behavior: Global Approaches and Advancements*. Hershey: Information Science Reference.
8. King, W. R. (2009). *Knowledge Management and Organizational Learning*. New York: Springer.
9. Koohang, A., Harman, K., & Britz, J. (2008). *Knowledge Management: Research & Application*. Santa Rosa: Informing Science Press.
10. Wallace, D. P. (2007). *Knowledge Management: Historical and Cross-disciplinary Themes*. Westport: Libraries Unlimited.
11. Dimovski, V., Penger, S., Peterlin, J., Grah, B., Černe, M., & Klepec, M. (2016). *Advanced management and leadership practice*. Ljubljana: Pearson.

NB. Due to the dynamic nature of the content of the course additional material can be assigned during the course. In case of unforeseen events the schedule will be adapted. The lecturer is trying to include actual and relevant material – therefore the reading list may differ. Slide handouts and readings will be prepared for each class and available for download. The slides are the intellectual property of teaching instructor and students may not distribute or duplicate these notes without written consent.