

Macao Polytechnic Institute

School of Business

Bachelor of Management

Module Outline

Academic Year 2021/2022 Semester 1

Learning Module	Knowledge Management	Class Code	MGMT3140-311/312		
Pre-requisite(s)	Nil				
Medium of Instruction	English/Chinese			Credit	3
Lecture Hours	45 hrs	Lab/Practice Hours	- hrs	Total Hours	45 hrs
Instructor	Dr. Sally Tam		E-mail	sallytam@ipm.edu.mo	
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Description

This module focuses on the development and application of both technical and people management skills within Knowledge Management environments in contemporary organizations. Intersection of three major disciplines - information technology, general management theory and human resource management will be drawn upon.

Learning Outcomes

After completing the learning module, students will be able to:

1. appraise the principles of knowledge management;
2. appraise and assess the factors affecting a successful knowledge management strategy;
3. delineate effective knowledge management implementation;
4. explore the critical tasks associated with knowledge management implementation, and
5. evaluate and discuss the applicability of knowledge management process and theory.

Alignment of Program and Module Intended Learning Outcomes

Program Intended Learning Outcomes (PILOs)	Module Intended Learning Outcomes (MILOs)
1. Integrate contemporary management theories and business disciplines relevant to general business practices.	MILO 1
2. Apply critical thinking and logical analysis skills and techniques to resolve management issues.	MILOs 2, 3, 4, 5
3. Utilize appropriate written and spoken forms to communicate effectively and professionally with stakeholders in various cultural environments.	MILOs 2, 3, 4, 5
4. Demonstrate leadership in a team and respecting the rights of others irrespective of their cultural background, race or gender in order to solve unpredictable problems in the field.	n/a
5. With the help of mathematical and statistical skills, utilize the latest empirical findings and academic studies to support the recommendation of business projects or reports.	n/a
6. Recommend an appropriate course of action by ethically examining economic, environmental, political, legal and regulatory contexts of global business practices.	MILOs 2, 3, 4, 5
7. Interpret and utilize management information or business software for internal control, planning, performance evaluation, and coordination to improve efficiency and effectiveness in the business process.	n/a

Content

Topics	Duration
<p>1. Introduction to Knowledge Management</p> <p><i>LO-1 Use a framework and a clear language for knowledge management concepts.</i></p> <p><i>LO-2 Define key knowledge management concepts such as intellectual capital, organizational learning and memory, knowledge taxonomy, and communities of practice using concept analysis.</i></p> <p><i>LO-3 Provide an overview of the history of knowledge management and identify key milestones.</i></p> <p><i>LO-4 Describe the key roles and responsibilities required for knowledge management applications.</i></p> <p><i>LO-5 Discuss the key benefits to individuals, groups, and organizations – the value created by KM.</i></p>	3.5 hrs.
<p>2. Knowledge Management Process</p> <p><i>LO-1 Describe how valuable individual, group, and organizational knowledge is captured, created, codified, shared, accessed, applied, and reused throughout the knowledge management cycle.</i></p> <p><i>LO-2 Compare and contrast major KM processes.</i></p> <p><i>LO-3 Define the major KM processes and provide concrete examples of each.</i></p> <p><i>LO-4 Identify the major challenges and benefits of each KM process.</i></p> <p><i>LO-5 Describe the additional challenges posed by global or distributed KM processes.</i></p>	3.5 hrs.
<p>3. Knowledge Management Models</p> <p><i>LO-1 Understand the key tenets of the major knowledge management theoretical models in use today.</i></p> <p><i>LO-2 Link the KM models to key KM concepts and the major phases of the KM cycle.</i></p> <p><i>LO-3 List the strengths and weaknesses of each KM model.</i></p>	3.5 hrs.
<p>4. Knowledge Capture and Codification</p> <p><i>LO-1 Familiarize with basic terminology and concepts related to knowledge capture and codification.</i></p> <p><i>LO-2 Describe the major techniques used to elicit tacit knowledge from subject matter experts.</i></p> <p><i>LO-3 Define the major roles and responsibilities that come into play during the knowledge capture and codification phase.</i></p> <p><i>LO-4 Outline the general taxonomic approaches used in classifying knowledge that has been captured.</i></p> <p><i>LO-5 Analyze the type of knowledge to be captured and codified, select the best approach to use, and discuss its advantages and shortcomings for a given knowledge elicitation application.</i></p>	3.5 hrs.

<p>5. Knowledge Sharing</p> <p><i>LO-1 Describe the key components of a community of practice.</i></p> <p><i>LO-2 Understand the major differences between a team, a knowledge network, and a community of practice.</i></p> <p><i>LO-3 Outline the major phases in the life cycle of a community and the corresponding information and knowledge management needs for each.</i></p> <p><i>LO-4 Define the major roles and responsibilities in a community of practice.</i></p> <p><i>LO-5 Characterize knowledge sharing channels with respect to the dimensions of social presence and media richness.</i></p> <p><i>LO-6 Analyze the flow of knowledge in a community of practice using appropriate tools and techniques to identify enablers and obstacles to knowledge sharing.</i></p>	3.5 hrs.
<p>Mid-term Test (Chapters 1 – 5)</p>	3.0 hrs.
<p>6. Finding Knowledge</p> <p><i>LO-1 Understand how user and task-modeling approaches can help promote effective knowledge in use at the individual, group, and organizational level.</i></p> <p><i>LO-2 Describe how an organizational knowledge management architecture is designed.</i></p> <p><i>LO-3 Define organizational learning and describe the links between individual and organization learning.</i></p> <p><i>LO-4 Compare and contrast learning and understanding with internalization of knowledge.</i></p> <p><i>LO-5 List the different knowledge support technologies that can help users put knowledge into action.</i></p> <p><i>LO-6 Describe a range of diverse KM applications that have been successfully implemented in the real world.</i></p>	3.5 hrs.
<p>7. Organizational Culture</p> <p><i>LO-1 Define what culture is.</i></p> <p><i>LO-2 Understand the relation between organizational culture and the business context.</i></p> <p><i>LO-3 Appreciate the contribution of organizational culture to the management of change.</i></p> <p><i>LO-4 Understand the analytic elements of organizational culture, such as different kinds of cultures and organizational maturity models.</i></p> <p><i>LO-5 Describe how organizational culture intersects with knowledge management.</i></p> <p><i>LO-6 Discuss the key organizational culture enablers and the key obstacles to effective knowledge sharing and KM.</i></p> <p><i>LO-7 Discuss to what extent organizational culture can be managed.</i></p>	3.5 hrs.

<p>8. Knowledge Management Tools</p> <p><i>LO-1 Describe the key communication and collaboration technologies that can be used to support knowledge sharing within an organization.</i></p> <p><i>LO-2 Illustrate the major advantages and major drawbacks of synchronous versus asynchronous KM technologies.</i></p> <p><i>LO-3 Define data mining and list some cases where it would be used.</i></p> <p><i>LO-4 Compare and contrast the different types of intelligent agents and how they can be used to personalize KM technologies.</i></p> <p><i>LO-5 Define the difference between push and pull KM technologies.</i></p> <p><i>LO-6 Characterize the major groupware tools and explain how they would be implemented within an organization.</i></p> <p><i>LO-7 Sketch out the major components of a knowledge repository and explain how organizations and organizational users would make optimal use of one.</i></p> <p><i>LO-8 Describe how e-learning and knowledge management intersect and in which ways they differ.</i></p> <p><i>LO-9 Identify emerging social media technologies and describe how they may be applied in a KM context.</i></p>	3.5 hrs.
<p>9. Knowledge Management Strategy and Planning</p> <p><i>LO-1 Illustrate with examples the major KM objectives and how specific KM initiatives can be implemented to address them.</i></p> <p><i>LO-2 Explain the major elements of a KM strategy and discuss the processes involved in each step.</i></p> <p><i>LO-3 Outline the key steps in the evolution of an innovative new idea and the institutionalization of a best practice that forms the object of reuse.</i></p> <p><i>LO-4 Describe the major strengths and weaknesses of different maturity models in terms of how they can be used to assess progress toward KM goals.</i></p> <p><i>LO-5 Discuss and evaluate the different approaches that may be undertaken in order to achieve an optimal balance between creativity and organizational structure.</i></p> <p><i>LO-6 List the different types of knowledge assets that result from KM initiatives.</i></p> <p><i>LO-7 List the major phases involved in initiating organizational change and review how the organizational culture would have to evolve so that KM goals can be attained.</i></p>	3.5 hrs.
<p>10. Evaluating Knowledge Management</p> <p><i>LO-1 Identify the major types of value that KM can create for organizations, groups, and individual employees.</i></p> <p><i>LO-2 Understand the major advantages and shortcomings of the KM metrics.</i></p> <p><i>LO-3 Apply the benchmarking, house of quality, and balanced scorecard methods and the results-based assessment framework to knowledge management performance measurement systems.</i></p>	3.5 hrs.

Project Auditing, Presentations and Discussions	3.0 hrs.
Revision	1.0 hrs
Final Examination (Chapters 1 – 10)	3.0 hrs
Total	45.0 hrs

Teaching Method

This module is delivered through a series of lectures which provide a detailed description of the theoretical background of understanding and implementing knowledge management. Class activities, exercises, case studies and class discussions integrating with multimedia resources such as videos and websites are utilized to support students' learning. Specifically, different teaching and learning activities (TLAs) are adopted.

TLA1: Knowledge management theories and concepts are delivered primarily by lectures with the aid of multimedia instructional materials. Specific knowledge management tools and techniques are illustrated by solving theoretical and practical problems.

TLA2: Short oral and/or written quizzes will be given during the class hour. Discussions are part of class activities in which active participation will be encouraged. Current events about knowledge management-related issues will be introduced to help students think and understand the relationships between what they learn and the current events (or news).

TLA3: Students must prepare for group work. They must develop ability to work as a team member and an effective communicator.

Alignment of MILOS with TLAs:

TLAs	Brief Description	MILO No.				
		1	2	3	4	5
TLA1: Interactive lectures	Lectures: Knowledge management theories, concepts, and approaches will be presented using multimedia instructional materials. Q&A: It allows interactions between instructor and students.	✓	✓	✓	✓	✓
TLA2: In-class exercises, quizzes, and midterm exam.	Students must read teaching materials before coming to the class. They will be asked to work on problems or respond to key conceptual issues during the class hour. - Short oral/written quizzes will be given to students in order to ensure that students can follow the progress of study. - Midterm test will be given to students in order to motivate them to review what they have learned.	✓	✓	✓	✓	✓
TLA3: Group project and presentation	Three to five students will be required to work as a group to complete a group project. This group project will be designed to promote students intellectual, social and presentation skills and help to prepare them for the real world in which teamwork and collaboration are important.	✓	✓	✓	✓	✓

In order to achieve the outcomes of the module, students are expected to perform the following learning tasks:

- 1) Read teaching materials before coming to the class
- 2) Review and work on exercises immediately after the class to enhance understanding
- 3) Attend seminars and meetings to extend their knowledge horizon
- 4) Prepare and collect information for group project assignment
- 5) Prepare for the midterm test and final examination
- 6) Seek advice from instructor when encountering difficulties (about the module)
- 7) Form study group, learn from each other, and practice communication skills

Attendance

Attendance requirements are governed by the “Academic Regulations Governing Bachelor’s Degree Programmes of Macao Polytechnic Institute”. Students who do not meet the attendance requirements for the module will not be permitted to sit the final or re-sit examination and shall be given an ‘F’ grade.

Assessment

This learning module is graded on a 100 point scale, with 100 being the highest possible score and 50 being the passing score.

Students' understanding of module material and their performance is assessed on the basis of class assignment(s), a group project and oral presentation, a midterm test, and a final examination. The assignments are to evaluate students' understanding of the key concepts of knowledge management. The project is used to evaluate whether students can apply knowledge management concepts in the real-life context. The midterm test and final examination aim to evaluate the students' comprehensive understanding of the significant components in knowledge management. The following is a summary of the assessment tasks:

	Activities used to assess students' achievement of MILOs	Percentage	Targeted MILOs
2.	Assignments/Quizzes (graded)	10%	MILOs 1-5
3.	Group project (graded)	20%	MILOs 1-5
4.	Mid-term test (graded)	30%	MILOs 1,2,3
5.	Final examination (graded)	40%	MILOs 1-5
	Total percentage:	100%	

Plagiarism Policy

It is student's responsibility to ensure that his/her assignment has been checked by *Turnitin* software, and the similarity score given by *Turnitin* software cannot be higher than 30%. However, a special case can be determined by the instructor.

Teaching Material(s)

Textbook

Dalkir, K. (2017) *Knowledge Management in Theory and Practice*, 3rd Edition, The MIT Press.

References

North, K. and Kumta, G. (2014) *Knowledge Management: Value Creation through Organizational Learning*, Springer.

Jashapara, A. (2011) *Knowledge Management: An Integrated Approach*, 2nd Edition, Prentice Hall.

Takeuchi, H. and Nonaka, I. (2004) *Hitotsubashi on Knowledge Management*, Wiley.

Academic Integrity

Academic honesty is the basis for academic achievement. Cheating or dishonest act in assignments, projects, mid-term test or final examination is a serious offense: a maximum grade deduction of 100% will be exercised.