GUJARAT TECHNOLOGICAL UNIVERSITY

Syllabus for Master of Business Administration, 4th Semester
Subject Class: Functional_Elective
Subject Name: Knowledge Management (KM)
Subject Code: 4549282

1. Learning Outcomes:

Learning Outcome Component	Learning Outcome (Student will be able to)
Business Environment and Domain Knowledge (BEDK)	*Apply* KM components in business environment for effective decision making.
Critical thinking, Business Analysis, Problem Solving and Innovative Solutions (CBPI)	*Transform* data into information and in turn into knowledge for better decision making.
Global Exposure and Cross-Cultural Understanding (GECCU)	*Appraise* the philosophy of knowledge economy and cultural transformation to a knowledge sharing culture.
Social Responsiveness and Ethics (SRE)	*Prioritize* ethics of Knowledge Management to help social issues.
Effective Communication (EC)	*Explain* the multidisciplinary approaches of creation, storage and transfer knowledge within and outside organizations.
Leadership and Teamwork (LT)	*Build* Leadership qualities for an efficient knowledge economy.

LO – PO Mapping: Correlation Levels:
1 = Slight (Low); 2 = Moderate (Medium); 3 = Substantial (High), "-"= no correlation

Sub. Code: 4549282	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PO8	PO9
LO1: *Apply* KM components in business environment for effective decision making.	3	2	-	-	1	1	-	-	2
LO2: *Transform* data into information and in turn into knowledge for better decision making.	1	2	3	-	-	1	-	2	2
LO3: *Appraise* the philosophy of knowledge economy and cultural transformation to a knowledge sharing culture.	-	-	-	2	3	1	1	2	3
LO4: *Prioritize* ethics of Knowledge Management to help social issues.	-	-	-	1	-	-	3	-	2
LO5: *Explain* the multidisciplinary approaches of creation, storage and transfer knowledge within and outside organizations.	1	2	-	3	1	2	-	1	3
LO6: *Build* Leadership qualities for an efficient knowledge economy.	-	-	-	-	-	3	2	-	3

2. Course Duration: The course duration is of **40 sessions of 60 minutes each.**

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3. **Course Contents:**

Module No:	Contents	No. of Sessions	70 Marks (External Evaluation)

I	**Introduction to Knowledge Management:**
	• Overview of Knowledge Management
	• Data-Information-Knowledge-Wisdom relationship
	• History and Significance of Knowledge Management
	• Forces driving KM
	• Different types of knowledge
	  o Procedural / declarative knowledge
	  o Tacit / explicit knowledge
	  o General / specific knowledge
	• Sources / locations / reservoirs of knowledge
	• The Knowledge Management Cycle:
	  o The Zack KM Cycle
	  o The Bukowitz and Williams KM Cycle
	  o The McElroy KM Cycle
	  o The Wiig KM Cycle
	  o An Integrated KM Cycle
	• Multidisciplinary Nature of KM
	• The Concept Analysis Technique
	• Intellectual Capital versus Physical Assets
	• Users and knowledge workers
	• Difficulties in Knowledge Management
		10	18

II	**Foundations of KM Solutions:**
	• KM Mechanisms
	  o Learning by doing
	  o On-the-job training
	  o Learning by observation
	  o Face-to-face meetings
	• KM Technologies
	  o Artificial intelligence
	  o Web 2.0
	• KM Infrastructure
	  o Organizational culture
	    ▪ Organizational culture analysis
	    ▪ Organizational maturity models
	  o Organization structure
	    ▪ Hierarchy
	    ▪ Communities of practice
	  o IT infrastructure
	    ▪ Databases and data warehouses
	    ▪ ERP
	    ▪ Expertise locator systems
	  o Common knowledge
	    ▪ Cumulative experiences
		10	18

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	o Physical environment
	
	Knowledge Management Solutions:
	• KM Processes
	  o Discovery
	    ▪ Combination and socialization
	  o Capturing
	    ▪ Externalization and internalization
	  o Sharing
	    ▪ Socialization and exchange
	  o Applying
	    ▪ Direction and routines		

III	**Knowledge Management Systems:**
	• Knowledge discovery systems
	  o Socialization
	    ▪ Creative brainstorming
	    ▪ Lateral thinking
	  o Data mining and web mining
	• Knowledge capture systems
	  o Prototypes, stories, storytelling circles
	  o Concept maps
	• Knowledge sharing systems
	  o Knowledge portals
	  o Incident report databases
	  o Alert systems
	  o Best practices databases
	  o Lessons learned systems
	  o Expertise locator systems
	• Knowledge application systems
	  o Direction
	    ▪ Hierarchical relationships
	    ▪ Help desks
	    ▪ Support centers
	  o Routines
	    ▪ Organizational policies
	    ▪ Work practices
	    ▪ Standards
	• Managing Knowledge Management Solutions
	
	Knowledge Management System Life Cycle (KMSLC):
	SDLC Vs KMSLC, stages of KMLSC (in brief)
	
	KM Metrics
	• Benchmarking
	• Balanced Scorecard
	• The House of Quality Method
		10	17

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	Knowledge Audit **Knowledge Divestiture, IP Protection, KM Certifications**			
IV	**Implementation of Knowledge Management:** • 10-step KM Road Map of Amrit Tiwana • Layers of KM Architecture **Knowledge Management Team and Leadership:** • KM Team – Roles & Responsibilities • Ethics of KM • Political Issues In KM • Future Challenges for KM • Importance of Knowledge Leader • Knowledge Leadership: Overview and Style **Future of Knowledge Management and Industry perspective:** • Companies on the road to knowledge management. • Knowledge Management in Manufacturing and service industry. • Challenges and future of Knowledge Management.	10	17
V	**Practical:** • Prepare a report on knowledge management practices implemented by successful companies. • Organize a group discussion for students and enable them to go through the knowledge acquisition phases. • Prepare a report on knowledge management practices implemented by successful companies. • Make a team of 2-3 students and ask them to conduct a telephonic interview or survey regarding local businesses' familiarity with and level of literacy in KM. • A comparison on the KM Life Cycle Models and seeing their applicability in organizations. • Asking students to compare and contrast on different Community Of Practices.	---	(30 marks CEC)

4. Pedagogy:
- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:
Students shall be evaluated on the following components:

A	**Internal Evaluation**	**(Internal Assessment- 50 Marks)**
	• Continuous Evaluation Component	30 marks
	• Class Presence & Participation	10 marks

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	• Quiz	10 marks
B	Mid-Semester examination	(Internal Assessment-30 Marks)
C	End –Semester Examination	(External Assessment-70 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Irma Becerra-Fernandez, Rajiv Sabherwal	Knowledge Management: Systems and Processes	Routledge	2014 / 2nd
2	Kimiz Dalkir	Knowledge Management in Theory and Practice	Elsevier Butterworth–Heinemann	3rd
3	Anu Singh Lather, Anil K Saini and Sanjay Dhingra,	Knowledge Management	Macmillan.	Latest Edition
4	Awad ME and Ghaziri, M.H.	Knowledge Management	Pearson	2011 / 2nd
5	Stuart Barnes	Knowledge Management Systems – Theory and Practice,	Cengage	2001 / 1st
6	Steven A. Cavaleri, Sharon Seivert, L Willis Lee	Knowledge Leadership – The Art and Science of Knowledge based organisation	Butterworth – Heinemann,	Latest Edition
7	Shelda Debowski	Knowledge Management	John Wiley & Sons	Latest Edition
8	Fernandez A.C.	Knowledge Management	Pearson	Latest Edition
9	Firestone Ph.D., Joseph M., Mark W. McElroy	Key Issues in the New Knowledge Management,	Butterworth-Heinemann Title	2003 / 1st
10	Natarajan G and Shekhar S.	Knowledge Management: Enabling Business,	Tata McGraw Hill.	Latest Edition
11	Sudhir Warrier	Knowledge Management	Vikas	2003 / 1st

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.
   1. Journal of Knowledge Management, Emerald Publishing
   2. The Electronic Journal of Knowledge Management (EJKM)
   3. International Journal of Knowledge Management (IJKM)
   4. International Journal of Knowledge Management and Practices
   5. Knowledge Management Research and Practice
   6. The IUP Journal of Knowledge Management