

City University of Hong Kong

**Information on a Course
offered by Department of Information Systems
with effect from Semester A in 2012/2013**

Part I

| | |
|-------------------------------|------------------------------|
| Course Title: | Knowledge Management |
| Course Code: | IS6921 |
| Course Duration: | One Semester (13 weeks) |
| Credit Units: | Three |
| Level: | P6 |
| Medium of Instruction: | English |
| Prerequisites: | Nil |
| Precursors: | Nil |
| Equivalent Courses: | IS6921M Knowledge Management |
| Exclusive Courses: | Nil |

Part II

1. Course Aims

This course aims to:

- Introduce students to the fundamental concepts in the study of knowledge and its management, including the processes of creation, capture, sharing, and application.
- Develop students' analytical skills in the evaluation of current trends in knowledge management and their manifestations in business and industry.
- Develop students' practical skills in the implementation and management of KM practices across different business domains.

2. Course Intended Learning Outcomes (CILOs)

Upon successful completion of this course, students should be able to:

| No. | CILOs | Weighting | PILO |
|-----|---|-----------|------|
| 1. | Describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages | 2 | P1 |
| 2. | Gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology | 2 | P1 |
| 3. | Critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome | 3 | P2 |
| 4. | Develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations | 3 | P3 |
| 5. | Discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future | 1 | P4 |

3. Teaching and Learning Activities (TLAs)

(Indicative of likely activities and tasks designed to facilitate students' achievement of the CILOs. Final details will be provided to students in their first week of attendance in this course)

IS6921 is taught as a 3 hour seminar. Seminars are designed to contain a mix of “lecture” and “discussion”, the latter often supported by case analysis.

TLA1. Lecture: Concepts and applications of knowledge management are introduced and explained by the instructor, and students are required to undertake a number of different activities designed to facilitate their learning. These may include such activities as (but not limited to) problem solving, individual review and reflection, small group discussions, and large classroom discussions.

TLA2. Case Studies: Specific cases of knowledge management practices and applications from real-world organisational contexts are discussed and presented.

TLA3. Demonstrations: System demonstrations are used to highlight various technologies that can be applied to knowledge management.

TLA4. Group Project: Developing the hands-on skills for assessing knowledge management practices and designing knowledge management solutions to organisational problem situations.

TLA5. On-Line Discussion: It is a means of self reflection and sharing concepts, techniques, and methods of knowledge management among students within or after formal classes.

| ILO No | TLA1 | TLA2 | TLA3 | TLA4 | TLA5 | Hours/week (if applicable) |
|--------|------|------|------|------|------|----------------------------|
| CILO 1 | 2 | 1 | | | 1 | --- |
| CILO 2 | 2 | 1 | | | 1 | --- |
| CILO 3 | 1 | 2 | | 2 | 1 | --- |
| CILO 4 | | 2 | 1 | 2 | 1 | --- |
| CILO 5 | | 2 | 1 | 2 | 1 | |

(1: Indirectly Supporting ILO; 2: Directly Supporting ILO)

4. Assessment Tasks/Activities

(Indicative of likely activities and tasks designed to assess how well the students achieve the CILOs. Final details will be provided to students in their first week of attendance in this course)

AT1. Seminar Exercises and Participation (10%): Each seminar consists of exercises, small group discussions, self reflection, or student presentations to assess students' understanding of the chosen topics and their abilities to apply their skills.

AT2. KM Assessment Project (20%): Phase 1 of a group project, which includes a project report and presentation, will be assigned to help students identify knowledge management scenarios and assess knowledge management practices in a real organization.

AT3. KM Solution Project (20%): Phase 2 of the group project, which includes a project report and presentation, will be allocated to help students propose how to apply knowledge management processes and technologies to support knowledge management problem scenarios as identified in KM the Assessment Project.

AT4. Examination (50%, one 2-hour exam): A written examination is developed to assess each student's competence level of the taught subjects.

**** Students must pass both coursework and examination in order to secure an overall pass in this course.****

| ILO No | AT1 (10%) | AT2 (20%) | AT3 (20%) | AT4 (50%) | Remarks |
|--------|-----------|-----------|-----------|-----------|---|
| CILO 1 | 2 | 1 | 1 | 2 | 1 – ILO moderately assessed by AT; 2 – ILO heavily assessed by AT. |
| CILO 2 | 2 | 2 | 2 | 2 | |
| CILO 3 | 1 | 2 | | 2 | |
| CILO 4 | 1 | | 2 | 2 | |
| CILO 5 | 1 | 1 | 1 | 2 | |

5. Grading of Student Achievement: Refer to Grading of Courses in the Academic Regulations for Taught Postgraduate Degrees.

| ILO | Excellent | Good | Adequate | Marginal |
|-------|--|--|---|--|
| CILO1 | Accurately describe all key KM concepts, and effectively compare and discriminate among the key concepts; | Accurately describe all key KM concepts; | Accurately describe most key KM concepts; | Accurately describe some key KM concepts; |
| CILO2 | Accurately describe all IT-enabled KM systems, and effectively compare and discriminate among the key KM technologies; | Accurately describe all IT-enabled KM systems; | Accurately describe some IT-enabled KM systems; | Accurately describe several IT-enabled KM systems; |
| CILO3 | Demonstrates a cogent ability to assess the use of knowledge in organizations, and to identify the typical obstacles that KM aims to overcome; | Effectively assess the use of knowledge in organizations, and to identify the typical obstacles that KM aims to overcome; | Be able to assess the use of knowledge in organizations, and to identify most typical obstacles for KM; | Be able to reasonably assess the use of knowledge in organizations, and to identify some typical obstacles for KM; |
| CILO4 | Creatively and effectively formulate KM solutions with respect to specific contexts; | Effectively formulate KM solutions with respect to specific contexts; | Most of the KM solutions are appropriate with respect to specific contexts; | Some of the KM solutions are appropriate with respect to specific contexts; |
| CILO5 | Demonstrate superlative creativity in thinking about how emerging KM applications will affect organisations of the future. | Demonstrate reasonable levels of creativity in thinking about how KM applications will affect organisations of the future. | Demonstrate modest levels of creativity in thinking about how emerging KM applications will affect organisations of the future. | Demonstrate minimal levels of creativity in thinking about how emerging KM applications will affect organisations of the future. |

Part III

Keyword Syllabus

- The key concepts of knowledge management: the differences between data, information, and knowledge; knowledge management processes; knowledge management strategies; knowledge management infrastructure;
- Knowledge management assessment: Qualitative KM assessments, Quantitative KM assessments;
- KM practices/mechanisms and technologies: types of KM practices/mechanisms, technologies supporting knowledge management processes, relationship between type of support and technology

Recommended Reading

Text(s)

Davenport, T.H., Harris, J.G., 2007, "Competing on Analytics: The New Science of Winning", Harvard Business School Press.

Saito, A, Umemoto, K., and Ikeda M., 2007, A strategy-based ontology of knowledge management technologies, Journal of Knowledge Management, 11:1, pp. 97-114.

Stoyko, P. Fang, Y., 2007, Lost & Found: A Smart-Practice Guide to Managing Organizational Memory, Library and Archives Canada Cataloguing in Publication.

Becerra-Fernandez, I., Gonzalez, A., Sabherwal, R., 2004, Knowledge Management: Challenges, Solutions, and Technologies, Pearson Prentice Hall, ISBN: 0-13-101606-7.

Wenger, E. C. and W. M. Snyder, 2000, "Communities of practice: The organizational frontier." Harvard Business Review 78(1): 139.

Hansen, MT., Nohria, N., & Tierney, T., 1999, "What is Your Strategy for Managing Knowledge", Harvard Business Review, 77(2).

Davenport, T.H., Prusak, Laurence, 1998, "Working Knowledge: How Organizations Manage What They Know", Harvard Business School Press.

Online Resources

Appropriate articles from relevant journals and web sites will be used