Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS)
Academic Year (2015-2016)

Programme Name: MMS   Semester: - **III**

Name of the Course: Knowledge Management

Maximum marks: 100   **No. of Sessions:** 15

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Learning Objectives:

- To describe the key roles and responsibilities required for knowledge management applications.

- To understand the key steps in each process of the KM cycle and provide concrete examples of each.

- To understand how information and knowledge management depends on infrastructure

- To identify the major challenges and benefits of each phase of the KM cycle.

Reference Books:

1. Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal
   (2004). Knowledge Management Challenges, Solutions, and Technologies.Prentice Hall. ISBN: 0-13-109931-0.

2. Donald Hislop, Knowledge Management in Organizations, Oxford 2nd Edition. Ian Watson (2002).

3. Applying Knowledge Management: Techniques for Building Corporate Memories. Morgan Kaufmann. ISBN: 1558607609.

4. Madanmohan Rao (2004). Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions. Butterworth-Heinemann. ISBN: 0750678186.

5. Stuart Barnes (Ed.) (2002).Knowledge Management Systems Theory and Practice. Thomson Learning.

6. KimizDalkir, Knowledge Management in Theory and Practice, Elsevier, Butterworth-Hinemann.

7. SheldaDebowski, Knowledge Management, Wiley India Edition.

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Plan:

Session No	Topics to be covered	References-Print/Online	Learning outcomes
1	**Introduction to Knowledge** • Meaning of data, information, knowledge and expertise • Meaning of epistemology, Types of Knowledge - Subjective & Objective views of knowledge, procedural Vs. Declarative, tacit Vs. explicit, general Vs. specific.	2nd chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges, Solutions, and Technologies	• Students will learn Which knowledge to share & which to share
2	• Types of expertise – associational, motor skill, theoretical Characteristics of knowledge – explicitness, codifiability, teachability, specificity • Reservoirs of knowledge	2nd chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Students will understand the Classification of knowledge at advance level i.e. expertise
3	**Introduction to Knowledge Management (KM)** Meaning of Knowledge Management, Forces Driving	1st chapter of of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Students will understand that how technology, process, personnel & knowledge are major drivers for knowledge management
4	• Organizational issues in KM • KM Systems & their role	1st chapter of of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Students will understand how organizational issues have a major impact on managing the knowledge & what is the role of KM system
5	• Relevance of KM in today's dynamic & complex environment • Future of Knowledge Management	• https://www.academia.edu/1975699/Knowledge_Management_in_Today_s_Dynamic_Workforce • http://www.cse.ust.hk/~dekai/523/notes/KM_Slides_Epilogue.pdf	• Students will understand what are the applications of KM & how they help an organization to cope up with changing environment (Competition) • Future of KM will explain the importance that corporate managers institute safeguards for insuring the security and adequate use of their corporate knowledge.
6	**KM Solutions for capture, sharing & applications** • KM Processes,	5th chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Students will understand the functions of Knowledge discovery, capture, sharing, application
7	• KM Systems,	5th chapter of Irma Becerra-	Students will understand

		Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	how process's respective system will work for those processes
8	• Mechanisms & Technologies	3rd chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Student will understand how KM mechanism & technologies will support KM processes
9	**KM Infrastructure** • Organizational Structure	7th chapter of Global Diffusion and Adoption of Technologies for Knowledge and Information Sharing edited by Tan, Felix B	Students will understand how organization's hierarchical structure, specialized structure & communities of practice affects KM
10	• Organizational Culture • Communities of Practice	3rd chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	In this students will understand how incentives, management support &encouragement for interaction supports KM
11	**KM Impact** • Dimensions of KM Impact – People, Processes, Products & Organizational Performance	4th Chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Form this students will understand created knowledge can contribute to improve performance of an organization & Km can directly cause an improvement along with these four dimension
12	• Factors influencing impact – universalistic & contingency views	5th chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	Universalistic view apply single best approach of managing knowledge whereas contingency views suggests no one approach is best under all circumstances
13	• Assessment of KM Impact – Qualitative & quantitative measures	6th chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal (2004). Knowledge Management Challenges	• Qualitative assessment will tell developing a basic understanding of whether the KM efforts are working • Quantitative assessment will tell specific numerical score indicating how an organization is performing with respect to KM
14	• Identification of appropriate KM solutions	5th chapter of Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal	Students will understand how to identify appropriate KM

		(2004). Knowledge Management Challenges	solutions through seven steps
15	Presentations of students	Presentations on KM Applications, Tools & technologies	Students will Aware about latest tools & technologies used in KM

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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	Multiple choice question test	20
Presentation	Content, Communication skill, Explanation & illustrative examples used	10
Case Study	Group discussions & debates	5
Participation		
Others	Attendance	5

II) External:
(Sample questions)

Q1. Briefly explain four kinds of classification for KM systems based on the process supported?

Q2. In what way does Information Technology infrastructure contribute to KM within an organization?

Q3. State the importance of KM with specific reference to its impact on employee adaptability & job satisfaction.

Q4. What steps would one take in identifying appropriate KM solutions? Briefly describe them.

Q5. What are the differences between quantitative & qualitative assessments of KM assessment? How does their use depend on the organization's experience with KM?

Signature of Faculty   **Signature of the Co-ordinator**