



# **KNOWLEDGE MANAGEMENT**

## **23MBPE685**

**(COURSE HANDBOOK)**

**MBA**

**COURSE HEAD:**

Asst. Prof. Susanna DSilva

# **1. GENERAL INFORMATION**

Welcome to Knowledge Management!

The course on Knowledge Management is designed to guide you on its objectives, learning outcomes, and structure. It serves as a roadmap for understanding importance of Knowledge Management (KM) in steering the organization to reach its objective.

In a rapidly evolving business environment, effectively managing knowledge is crucial for organizational growth and sustainability. This course provides an in-depth understanding of knowledge as a strategic resource, exploring how businesses create, capture, and utilize knowledge to enhance productivity and efficiency. It emphasizes the significance of intellectual capital and its impact on competitive advantage in various industries.

The Knowledge Management (KM) Cycle plays a vital role in structuring knowledge processes within an organization. This course examines different stages of the KM cycle, including knowledge acquisition, storage, sharing, and application. A key focus is on knowledge sharing and communities of practice, which facilitate collaboration and innovation among employees. By fostering a knowledge-sharing culture, businesses can enhance decision-making and drive continuous improvement

Knowledge application is another critical aspect covered in this course. Students will explore how organizations utilize knowledge to solve complex problems, improve customer experiences, and develop new products and services. The application of knowledge in business strategy, operations, and innovation will be discussed, highlighting real-world examples of how successful companies leverage KM practices to stay ahead in the market

This course introduces students to various knowledge management frameworks, measurement techniques, and key performance indicators (KPIs) used to assess KM success. By understanding these strategies and metrics, students will learn how businesses can align their KM practices with organizational goals and enhance overall efficiency. Through case studies and practical applications, this course equips students with the skills to implement effective knowledge management strategies in real-world business scenarios.

## **Course Objectives:**

- Provide conceptual knowledge on theories and concepts.
- Familiarize with models of knowledge management.
- Impart insights on knowledge management lifecycle and dissemination.
- Acquaint with current trends in knowledge management.

### 1.1.Course Outcomes

By the end of this course, students will be able to:

**CO1:** Summarize core concepts and theories of Knowledge Management.

**CO2:** Apply appropriate models of knowledge management to the learning and development needs of organizations.

**CO3:** Apply types of Knowledge Management levels to rectify knowledge gaps in an organization.

**CO4:** Apply current trends and tools in Knowledge Management to attract competent talent.

### 1.2.Set Text and Suggested Sources

All the below mentioned books are available in the 1st Floor Library.

#### Key Text Books:

1. Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and practice 3rd Edition, Elsevier 2017,
2. Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi

#### Reference books:

1. Holsapple, Verlag, “Handbook on knowledge management”, (Edition) Springer 2003,
2. Fernandez Irma Becerra, Sabherwal Rajiv, “Knowledge Management: Systems and Processes”, Prentice Hall India, 2017.

## 2. THE COURSE

### 2.1.Course Description

KNOWLEDGE MANAGEMENT			
Semester	<b>IV</b>	CIE Marks	<b>50</b>
Course Code	<b>23MBPE685</b>	SEE Marks	<b>50</b>
Teaching Hours/Week(L:T:P)	<b>4:0:0</b>	Exam Hrs	<b>03</b>
Total Hours	<b>52</b>	Credits	<b>04</b>

The course knowledge management is designed to provide students with foundational knowledge about the need and relevance of knowledge management. The course will run for 13 weeks during Semester IV and consists of 5 modules that cover essential topics in Knowledge Management. Each week includes 4 lectures, delivered by Ms Susanna Zeena Dsilva, focusing on theoretical concepts, and course-related activities. Spanning a total of 52 hours, this 4-credit course is assessed through Continuous

Internal Evaluation (CIE) for 50 marks and a Semester-End Examination (SEE) for 50 marks, with 3-hour exam duration. This structure ensures a balanced and engaging learning experience for students.

## **2.2. Initiating Contact with Staff and Other Students**

Students are encouraged to use class hours for inquiries and are welcome to visit the faculty office for additional support. Given the large class size, emailing is also an effective communication option.

## **2.3. Resources**

Resources include dynamic tools such as digital libraries, e-learning platforms, and research databases, which provide students with anytime, anywhere access to academic materials and interactive courses through a variety of resources available on the college website, including the VTU Consortium, open-access repositories, and government portals (e.g., NPTEL, NDLI).

E-learning and digital library can be accessed via the college website <https://mite.ac.in/> (Campus Life section > Library > VTU Consortium/e-learning platforms/additional sources).

## **2.4. Staff**

Course Convenor: Ms Susanna Zeena Dsilva

Cabin: 3rd floor, PG Block

Email: [susanna@mite.ac.in](mailto:susanna@mite.ac.in)

## **2.5. Topics and Reading materials for each module**

### **Module 1**

*No. of Hours: 12*

#### **- Topic: Understanding knowledge: the core of business**

- Knowledge Management (KM) - Multidisciplinary Nature of KM, Drivers of KM, The Two Major Types of Knowledge, The Concept Analysis Technique, History of Knowledge Management, From Physical Assets to Knowledge assets, Organizational Perspectives on Knowledge Management, Cognition and KM. Types of Knowledge, Knowledge Management architecture and Implementation Strategies.

#### **- Essential Readings:**

- Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017, (Chapter 1)
- Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi. (Chapter 2)

#### **- Additional Reading:**

- Holsapple, Verlag, “Handbook on knowledge management”, (Edition) Springer 2003. (Chapter 4)

## **Module 2**

*No. of Hours: 09*

- **Topic: The knowledge management cycle:**
  - Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle, KM Maturity Models, CoP Maturity Models.
- **Activities:**
  - Students are provided with a case study of a company that successfully implemented knowledge management (e.g., Toyota, Google, IBM).
- **Essential Readings:**
  - Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017, (Chapter 2)
  - Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi (Chapter 3)
- **Additional Reading:**
  - Holsapple, Verlag, “Handbook on knowledge management”, (Edition) Springer 2003.
  - Fernandez Irma Becerra, Sabherwal Rajiv, “Knowledge Management: Systems and Processes”, Prentice Hall India, 2017.

## **Module 3**

*No. of Hours: 10*

- **Topic: Knowledge sharing and communities of practice.**
  - The Social Nature of Knowledge, Sharing Communities, Types of Communities, Roles and Responsibilities in CoPs, Knowledge Sharing in Virtual CoPs, Data Mining and Knowledge Discovery, Blogs, Content Management Tools, Knowledge Sharing and Dissemination Tools.
- **Activities:**
  - Students will be given a group activity a real-world business problem related to their area of expertise and share the knowledge.
- **Essential Readings:**
  - Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017, (Chapter 5)
  - Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi (Chapter 9)
- **Additional Reading:**
  - Holsapple, Verlag, “Handbook on knowledge management”, Springer 2003.
- **Additional Weblink:**
  - [https://www.researchgate.net/publication/322235177\\_Knowledge\\_Sharing\\_and\\_Communities\\_of\\_Practice](https://www.researchgate.net/publication/322235177_Knowledge_Sharing_and_Communities_of_Practice)

#### **Module 4**

*No. of Hours: 10*

- **Topic: Knowledge application**
  - KM for Individuals, Communities and Organizations, Future Challenges for KM. Knowledge Application at the Individual, Group & Organizational Levels, Characteristics of Individual Knowledge Workers, Task Analysis and Modelling, EPSS, Knowledge Reuse, Knowledge Repositories, Strategic & Practical Implications of Knowledge Application.
- **Activities:**
  - Students will be given assignments on Strategic & Practical Implications of Knowledge Application.
- **Essential Readings:**
  - Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017, (Chapter 6)
  - Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi
- **Additional Reading:**
  - Shelda debowski “Knowledge Management in Theory and Practice”, John Wiley & Sons Australia, Ltd. (Chapter 3)
- **Additional Weblinks:**
  - <https://www.sciencedirect.com/science/article/pii/S2444569X19300423>

#### **Module 5**

*No. of Hours: 12*

- **Topic: KM strategy and metrics**
  - Knowledge Management Strategy, current trends in Knowledge Management, Knowledge Audit, Gap Analysis, The KM Strategy Road Map, The Management of Organizational Memory, Balancing Innovation and Organizational Structure, Historical Overview of Metrics in KM, KM Metrics, The Benchmarking Method, The Balanced Scorecard Method.
- **Activities:**
  - Students will develop a KM strategy tailored to a specific business scenario and Identify and apply key KM metrics to measure knowledge effectiveness. Collaborate in teams to present a structured KM implementation plan.
- **Essential Readings:**
  - Kimiz Dalkir, Butterworth–Heinemann, “Knowledge Management in Theory and Practice”, 3rd Edition, Elsevier 2017, (Chapter 10)
  - Elias M Awad, Hassan M Ghaziri, “Knowledge Management”, 6th Edition, Pearson, 2011, New Delhi.

- **Additional Reading:**
  - Holsapple, Verlag, “Handbook on knowledge management”, (Edition) Springer 2003.
  - Fernandez Irma Becerra, Sabherwal Rajiv, “Knowledge Management: Systems and Processes”, Prentice Hall India, 2017.
- **Additional weblinks:**
  - [https://www.researchgate.net/publication/270092694\\_Knowledge\\_Management\\_Metrics\\_A\\_Review\\_and\\_Directions\\_for\\_Future\\_Research](https://www.researchgate.net/publication/270092694_Knowledge_Management_Metrics_A_Review_and_Directions_for_Future_Research)

### 3. ASSESSMENT

The assessment for the Knowledge Management module is divided into two components: Continuous Internal Evaluation (CIE) and Semester End Examination (SEE), each accounting for 50% of the total marks.

**Continuous Internal Evaluation (CIE)** comprises two internal tests, scheduled for the 8<sup>th</sup> and 14<sup>th</sup> week, which together contribute 30% of the total marks. Additionally, students can earn 20% through the completion of assignments (10 marks are allotted for the knowledge management case study, 10 marks are allotted for assignment on group activity a real world business case.)

**Semester End Examination (SEE)** constitutes the remaining 50% of the total marks. Key information regarding examination dates and related details can be accessed via the college website (Academics and Courses section > Calendar of Events > PG Even Sem).

#### Rubrics for Other Assessment (Total: 20 Marks / 40% of CIE)

1. The knowledge management cycle - Case study (10 Marks)					
Criteria	10-09 Marks (Excellent)	08-07 Marks (Proficient)	06-05 Marks (Adequate)	04-03 Marks (Basic)	02-01 Mark (Unsatisfactory)
<b>Creativity and Delivery</b>	Highly creative, impactful delivery	Creative, minor delivery gaps	Basic delivery, limited creativity	Minimal effort	No meaningful participation
<b>Subject Understanding</b>	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand

<b>2. Group activity on a real-world business problem (10 Marks)</b>					
<b>Criteria</b>	<b>10-09 Marks (Excellent)</b>	<b>08-07 Marks (Proficient)</b>	<b>06-05 Marks (Adequate)</b>	<b>04-03 Marks (Basic)</b>	<b>02-01 Mark (Unsatisfactory)</b>
<b>Creativity and Delivery</b>	Highly creative, impactful delivery	Creative, minor delivery gaps	Basic delivery, limited creativity	Minimal effort	No meaningful participation
<b>Subject Understanding</b>	Deep understanding, well-integrated	Good understanding	Basic understanding	Weak understanding	No effort to understand