



## UNIVERSITY OF NEW YORK IN PRAGUE

**Course:** ITM217 Knowledge Management (6 ECTS/3 US credits)  
**Semester:** Fall 2023  
**Prerequisites:** Information Management  
**Instructor:**

### 1. Course Purpose

This course is designed to facilitate the understanding of knowledge management and how it can be used to gain competitive corporate advantage. As the knowledge economy and globalisation intensifies, knowledge management and organizational learning are becoming crucial to corporate competitiveness and survival. Intellectual capital and intangible knowledge have replaced raw materials and equipment as the primary resource of productivity and innovation and are critical elements to developing competitive advantage.

The purpose of the course is to provide a forum for in-depth presentations and discussions of knowledge management (KM) topics that include knowledge economy in local and global perspective, role of leadership in KM, organizational knowledge capture and sharing, cross-functional and cross-cultural knowledge transfer, knowledge outsourcing, knowledge processes and decision support systems, concepts for technology solutions and best practices.

### 2. Required Readings

Kimiz Dalkir, Knowledge Management in Theory and Practice, Taylor and Francis, 2013  
ISBN 9781136389740

Eliezer Geisler, Nilmini Wickramasinghe, Principles of Knowledge Management: Theory, Practice, and Cases, Taylor and Francis, 2015, ISBN 9781317415152

Madanmohan Rao, Knowledge Management Tools and Techniques, Taylor and Francis, 2012,  
ISBN 9781136389603

### 3. Additional Readings

Steffen Soulejman Janus, Becoming A Knowledge-Sharing Organization,  
International Bank for Reconstruction and Development / The World Bank 2016, ISBN 978-1-4648-0943-9

Filemon A. Uriarte, Introduction to Knowledge Management  
ASEAN Foundation 2008, ISBN: 978-979-19684-0-9

Additional reading will be provided in e-learning.

### 4. Learning Outcomes

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

- Understand the concept of knowledge and knowledge management
- Evaluate intellectual capital and its value

- Describe the different types of knowledge and knowledge lifecycle
- Understand the effect that corporate culture and geographical culture can play in the process of implementing KM strategy
- Become familiar with the potential social media bring to knowledge sharing and transfer
- Develop an understanding of the role leadership plays in KM projects
- Analyze the key factors influencing KM implementation process
- Understand organizational learning and its connection to

## 5. Course Content

Week 1:	Introduction, class overview, Knowledge Age, Knowledge Worker and Knowledge Management
Week 2:	The value of Knowledge
Week 3:	Data, Information, Knowledge; Knowledge Lifecycle
Week 4:	Strategic tools to manage knowledge
Week 5:	Building a Knowledge Sharing Culture
Week 6:	Knowledge across boundaries
Week 7:	Mid Term Exam
Week 8:	KM 2.0 – power of social media
Week 9:	Enabling knowledge - Innovation and Effectiveness
Week 10:	Knowledge Management implementation – knowledge strategy, knowledge audit
Week 11:	Knowledge Management implementation – roles and responsibilities, measuring effectiveness
Week 12:	Learning Organization
Week 13:	Practical aspects of knowledge management in organizations
Week 14:	Individual essay presentation
Week 15:	Final Exam

## 6. Course Requirements and Grading

Online discussions	25%
Midterm Exam	15%
Essay	35%
Final Exam	<u>25%</u>
Total	100%

### Online discussions (25%)

The participation part of the grade can be earned the following way:

#### *Synchronous participation*

- 1) Speaking during class/online sessions – you need to have your camera on and you actively ask as well as respond to questions. Online participants need to speak up.
- 2) Using chat to pose questions or comments or to respond to questions. Only relevant comments will be counted as participation – meaning purely saying “I agree” or “I don’t know what you mean” or similar vague statements will not be counted towards participation. The goal is to demonstrate involvement in the class.

The synchronous participation will be recorded by the instructor in terms of activity during each session.

Working on laptops or using mobile phones during class will be reasons to lower participation grade. Repeated late arrivals will also reduce the participation grade.

### *Asynchronous participation*

Students can initiate and respond to online discussions where the discussion needs to be topical to the week (i.e. initiate a discussion about recruitment in the week we discuss recruitment). Each module will have a discussion forum where students can post their own topics, observations, questions – and in turn respond to others. The instructor will not be posting topics and will not moderate the discussions (of course the instructor will answer questions directed to her and may choose to respond or correct some statements) – this is purely student activity aimed at enhancing the learning opportunity and earn grade points.

The grade will be based on students own initiative.

Participation will be graded twice in the semester – once in mid-term and at the end of the semester. Students can approach the instructor at any time to check their progress. The evaluation rubric will be posted in e-learning and will focus on quality not quantity of posts. Contribution to online discussions will be evaluated in context of time – only posts during the week’s topic and one week after will be considered valid for evaluation – this is to prevent students to bulk-post prior to a grading period. The aim is continuous learning and participation.

### **Midterm Exam (15%)**

The midterm exam will be a series of open questions requiring analysis of KM related areas in business environment discussed during class. Original ideas supported by research are required and the quality of argument, use of material discussed in class and quality of research will be reflected in the grade.

### **Essay (35%)**

The purpose of the essay is to allow each person to explore an area of specialization within the broad field of knowledge management that is of particular interest. In addition, it allows the class to practice knowledge sharing, and adding value to the overall learning experience.

Topics can include, but are not limited to:

- Organizational barriers to effective Knowledge Management
- Knowledge management in global organizations
- Managing Knowledge Workers
- Managing Knowledge assets
- Social Media and their use in tacit knowledge transfer
- Motivating knowledge sharing
- The role of the CKO (Chief Knowledge Officer)
- Managing knowledge in disperse organizations
- Crowdsourcing knowledge and innovation

If you have another area of interest, send me an e-mail to discuss whether it fits within the scope of the class.

Short summary of the paper will be presented in the second to last class of the semester in a form of 5-10 minutes short presentation accompanied by ppt slides summarizing the key conclusion of the paper.

You should clearly reference original sources whenever relevant. The writing style must be on the same level as demonstrated in midterm or final exam. The sources have to be from academically sound sources, no blogs unless from a recognized organization such as HBR.

Business publications from consulting companies such as McKinsey, EY, Deloitte etc. are welcome.

The grade for this assignment will be compounded in the following way:

Paper research report submitted in the form of Word (.doc) or Acrobat document (.pdf) in the range of 1,800 to 2,000 words

**20% of the total course grade**

Problem analysis and conclusion	6%
Incorporation of class material	6%
Quality of research	8%
<b>TOTAL</b>	<b>20%</b>

Personal presentation in the form of PowerPoint presentation (.ppt) to support 5 minutes overview – no minimum or maximum number of slides

**15% of the total course grade**

Presentation delivery	10%
Formatting and slides quality	5%
<b>TOTAL</b>	<b>15%</b>

All web-based sources must be available publicly without the need to register on any website. The sources must be reputable academic or business publications with verifiable credentials. Only English sources will be considered as valid. All non-web resources must be available to be produced physically for review upon request in the original form (scanned copies without the ability to produce the original will not be accepted as a valid source).

Your presentation needs to clearly summarize the topic outlining both problem and solution.

Additional information will be provided by the lecturer prior to the assignment deadline in e-learning.

**Final Exam (25%)**

The final exam will consist of a short analysis of a KM topic and a case study.

**Grading Scale**

Letter Grade	Percent (%)	Generally Accepted Meaning	Notes	
A	95-100	Outstanding work	Credits awarded	
A-	90-94			
B+	87-89	Good work, distinctly above the average		
B	83-86			
B-	80-82			
C+	77-79	Acceptable Work		
C	73-76			
C-	70-72			
D+	67-69	Work that is significantly below average		Credits awarded, but will NOT transfer to ESC (retake needed for ESC!)
D	63-66			
D-	60-62			
F	0-59	Work that does not meet the minimum standards for passing the course	Credits not awarded	

## 7. Key UNYP Policies

### Attendance

It is your responsibility to show up to class on time. If you are late you will be marked as absent for that hour. If you miss more than 12 (twelve) hours of class, for any reason, you will automatically fail the entire course. Pay strict attention to this. The class policy is standard UNYP policy.

### Academic Honesty

- The University's rules on academic dishonesty (e.g. cheating, plagiarism, submitting false information) will be strictly enforced. Please familiarize yourself with the STUDENT HONOUR CODE or ask your instructor for clarification.
- For examinations: copying from your neighbor, speaking to another student, using a phone or anything similar will result in you failing the test or quiz. On written papers properly note your sources with academic citations. Cutting and pasting from the internet may be considered plagiarism. If you have questions about this, please consult the instructor. Student may be asked to verbally defend any written work with the instructor.

## 8. General Requirements

- Students are expected to attend each class session and participate in a positive way.
- Students are expected to leave their mobile phones switched off or on 'silent' settings.
- Students are expected to use technology to help them learn, not to distract themselves from learning.
- In the event of illness or emergency, contact your instructor IN ADVANCE to determine whether special arrangements are possible.

## 9. European Credit Transfer and Accumulation System (ECTS)

The students that complete the course will receive 6 ECTS credits or 3 American credits. One ECTS credit corresponds to 25-30 hours of work. For comparison, 1 American credit hour equals approximately 2 ECTS credits.

For this course, students are expected to spend time in the following course-related activities:

Class Lectures and exams	45 hours
Reading class related material	50 hours
Exam preparations	25 hours
Case study team preparation	15 hours
Essay preparation	30 hours
TOTAL	165 hours

## 10. Technology Expectations

Assignments, excluding those that are carried out exclusively in class, must be word-processed. Students are assumed to be familiar with the use of internet and common Microsoft applications such as Word, Excel and PowerPoint.

**Computers, printers, and other electronic devices have been known to be unreliable.** Keep backup copies of all of your work, so that you will not lose all of your work if your device crashes. It is your responsibility to ensure you leave enough time before the assignment is due to print it. Technological failure is not an accepted excuse for assignments that are handed in late.