



# **Course Syllabus**

## **Knowledge Management**

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**August – December 2018**

**Level 10th**

**Professor**

**Nestor Ulaf Salcedo Zuta**

## I. General Information

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Course	: Knowledge Management	Code	: 01962
Requirement	: Business Process Management		
Credits	: 3	Semester:	2018-2
Hours	: 4 hours/week	Level	: 10th

## II. Summary

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The course presents a review of social and economic trends that explain the origins of knowledge management as well as the revision and implementation of key measurement models intellectual capital. It also seeks to work (in practice mode) with the technological tools used to concentrate and share knowledge within the company and to put such tools from a strategic perspective, understanding their advantages, limitations and uses. The course requires that students develop a research project on a topic of knowledge management.

## III. Course Goal

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Develop project initiatives in Knowledge Management (KM) aligned to business strategy and learn to measure them as intangible assets to support value creation in intelligent organizations with intellectual capital.

## IV. Learning Results

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- Recognize the differences between data, information, organizational knowledge and intelligent organizations. Moreover, to recognize the knowledge management processes within the learning organizations and in related to their environment.
- Analyze the resources that affect the developing of knowledge management processes in an intelligent organization through a strategic alignment tool to demonstrate the value creation.

## V. Methodology

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To achieve the objectives, the class sessions will have two parts:

- **Conceptual:** Review of reading material, supplemented by presentations by the professor and students.
- **Practice:** Application and discussion of readings with cases, controls or exercises assigned in class.

**Class Participation:** In addition to the assistance, the professor will consider participation with relevant ideas. The "virtual presence" is a lack of participation. There are class evaluations each day. Two cumulative delays is one absence.

**Case Reports:** The course is oriented toward real cases. The development of the case report is in workgroup (max. 4 members). The case report should use the concepts of the corresponding sessions to develop frameworks and techniques that will allow them to analyze and solve the case critically (as research projects). The development of the document should be academic, technical and efficient. The case report body must contain **Introduction, Problem Definition, Analysis (diagnosis using course concepts), Practical Contribution (project initiatives in KM aligned to business strategy), Discussion and Conclusions (by each group member)**. Finally, it is mandatory the **References** with APA style.

The reports submitted by each workgroup should have a body of five (5) complete pages as minimum (page format: A4; font: Times New Roman, 11 pt.). However, to clarify the analysis you can complement annexes. The reports should **NOT** be summaries or repeated information (copy-paste) from the case. The format report should be in MS-Word and MS-PowerPoint to present in class.

**Surprise Quizzes:** Personally, it will take a minimum of ten (10) surprise quizzes during the course, covering aspects of professor presentations, cases or readings assigned in the class session. These quizzes will consider the final session reviewed and / or the corresponding session to discuss.

## VI. Evaluation

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The evaluation system is integral and continuous. It involves the Permanent Average (50%), the Midterm Exam (25%) and Final Exam (25%).

Permanent Average includes these items:

PERMANENT AVERAGE - PA: 50%			
Type of evaluation	Description	Weight	
Class Participation	Active Participation (Discuss, ask and answer)	20%	
Case Reports	Case Reports (as Research Projects)	20%	
Surprise Quizzes	Surprise Quizzes (The lowest will be eliminated)	30%	30%

The Final Average (FA) makes of this way:

$$FA = (0,25 \times ME) + (0,50 \times PA) + (0,25 \times FE)$$

**Where:**

**FA = Final Average**

**ME = Midterm Exam**

**PA = Permanent Average and,**

**FE = Final Exam**

## VII. Content Calendar

<b>Week</b>	<b>Contents</b>	<b>Activities / Evaluation</b>
<b>LEARNING UNIT I: Origins and Principles of Knowledge Management</b>		
<b>LEARNING RESULTS:</b> Recognize the differences between data, information, organizational knowledge and intelligent organizations. Moreover, the processes of knowledge management within the learning organizations and in related to their environment.		
<b>1°</b>  <i>Aug. 20th - 25th</i>	<b>INTRODUCTION TO KNOWLEDGE MANAGEMENT (KM)</b> <ul style="list-style-type: none"> <li>• What Is Knowledge Management?</li> <li>• Multidisciplinary Nature of KM</li> <li>• Types of Knowledge: Tacit and Explicit</li> <li>• Concept Analysis Technique History of Knowledge Management</li> <li>• From Physical Assets to Knowledge Assets</li> <li>• Organizational Perspectives on Knowledge Management</li> <li>• Library and Information Science (LIS) Perspectives on KM</li> <li>• Why Is KM Important Today?</li> <li>• KM for Individuals, Communities, and Organizations</li> </ul>	<b>Surprise Quiz 1</b>
<b>2°</b>  <i>Aug. 27th - Sep. 1st</i>	<b>KNOWLEDGE MANAGEMENT CYCLE</b> <ul style="list-style-type: none"> <li>• Major Approaches to the KM Cycle</li> <li>• Wiig KM Cycle</li> <li>• Meyer and Zack KM Cycle</li> <li>• Bukowitz and Williams KM Cycle</li> <li>• McElroy KM Cycle</li> <li>• Integrated KM Cycle</li> </ul>	<b>Surprise Quiz 2</b>
<b>3°</b>  <i>Sep. 03rd - 08th</i>	<b>KNOWLEDGE MANAGEMENT MODELS</b> <ul style="list-style-type: none"> <li>• Major Theoretical KM Models</li> <li>• Von Krogh and Roos Model of Organizational Epistemology</li> <li>• Nonaka &amp; Takeuchi Knowledge Spiral Model</li> <li>• Choo Sense-Making KM Model</li> <li>• Wiig Model for Building and Using Knowledge</li> <li>• Boisot I-Space KM Model</li> <li>• Complex Adaptive System Models of KM</li> <li>• European Foundation for Quality Management (EFQM) KM Model</li> <li>• Inukshuk KM Model</li> <li>• ISO/DIS 30401</li> </ul>	<b>Surprise Quiz 3</b>
<b>4°</b>  <i>Sep. 10th - 15th</i>	<b>KNOWLEDGE CAPTURE AND CODIFICATION</b> <ul style="list-style-type: none"> <li>• Tacit Knowledge Capture</li> <li>• Tacit Knowledge Capture at the Individual, Group and Organizational Levels</li> <li>• Explicit Knowledge Codification</li> <li>• Cognitive Maps</li> <li>• Decision Trees</li> <li>• Knowledge Taxonomies</li> </ul>	<b>1st Case Report</b> Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press. Chapter 4. Creating Knowledge in Practice.
		<b>Surprise Quiz 4</b>

<p><b>5°</b></p> <p><i>Sep. 17th – 22th</i></p>	<p><b>KNOWLEDGE SHARING AND COMMUNITIES OF PRACTICE (CoP)</b></p> <ul style="list-style-type: none"> <li>• The Social Nature of Knowledge</li> <li>• Sociograms and Social Network Analysis</li> <li>• Community Yellow Pages</li> <li>• Knowledge-Sharing Communities</li> <li>• Types of Communities</li> <li>• Roles and Responsibilities in CoPs</li> <li>• Knowledge Sharing in Virtual CoPs</li> <li>• Obstacles to Knowledge Sharing</li> <li>• The Undernet</li> <li>• Organizational Learning and Social Capital</li> <li>• Measuring the Value of Social Capital</li> </ul>	<p><b>Surprise Quiz 5</b></p>
<p><b>6°</b></p> <p><i>Sep. 24th – 29th</i></p>	<p><b>KNOWLEDGE USE AND APPLICATIONS</b></p> <ul style="list-style-type: none"> <li>• Knowledge Application at the Individual Level</li> <li>• Characteristics of Individual Knowledge Workers</li> <li>• Bloom' s Taxonomy of Learning Objectives</li> <li>• Task Analysis and Modeling</li> <li>• Knowledge Application at the Group and Organizational Levels</li> <li>• Knowledge Reuse</li> <li>• Knowledge Repositories</li> <li>• E-Learning and Knowledge Management Application</li> </ul>	<p><b>Surprise Quiz 6</b></p>
<p align="center"><b>LEARNING UNIT II: Resource-Based View (Strategy) to develop Knowledge Management as Intelligent Organization</b></p> <p><b>LEARNING RESULTS:</b> Analyze the resources that affect the developing of knowledge management processes in an intelligent organization through a strategic alignment tool to demonstrate the generation of business value.</p>		
<p><b>7°</b></p> <p><i>Oct. 01rd - 06th</i></p>	<p><b>THE ROLE OF ORGANIZATIONAL CULTURE</b></p> <ul style="list-style-type: none"> <li>• Different Types of Cultures</li> <li>• Organizational Culture Analysis</li> <li>• Culture at the Foundation of KM</li> <li>• The Effects of Culture on Individuals</li> <li>• Organizational Maturity Models</li> <li>• KM Maturity Models</li> <li>• CoP Maturity Models</li> <li>• Transformation to a Knowledge-Sharing Culture</li> <li>• Impact of a Merger on Culture</li> <li>• Impact of Virtualization on Culture</li> </ul>	<p><b>2nd Case Report</b>          Watson, I. (2003). Applying Knowledge Management. Techniques for Building Corporate Memories. San Francisco: Morgan Kaufmann Publisher. Chapter 3.</p> <p><b>Surprise Quiz 7</b></p>
<p><b>8°</b></p> <p><i>Oct. 08th - 13th</i></p>	<p align="center"><b>MIDTERM EXAM</b></p>	

<p><b>9°</b></p> <p><i>Oct. 15th - 20th</i></p>	<p><b>KNOWLEDGE MANAGEMENT TOOLS</b></p> <ul style="list-style-type: none"> <li>• Knowledge Capture and Creation Tools</li> <li>• Content Creation Tools</li> <li>• Data Mining and Knowledge Discovery</li> <li>• Content Management Tools</li> <li>• Folksonomies and Social Tagging/Bookmarking</li> <li>• Personal Knowledge Management (PKM)</li> <li>• Knowledge Sharing and Dissemination Tools</li> <li>• Groupware and Collaboration Tools</li> <li>• Blogs, Mashups, Wikis</li> <li>• Social Networking, Web 2.0, and KM 2.0</li> <li>• Networking Technologies</li> <li>• Knowledge Acquisition and Application Tools</li> <li>• Intelligent Filtering Tools</li> <li>• Adaptive Technologies</li> </ul>	<p><b>Surprise Quiz 8</b></p>
<p><b>10°</b></p> <p><i>Oct. 22th - 27th</i></p>	<p><b>KNOWLEDGE MANAGEMENT STRATEGY</b></p> <ul style="list-style-type: none"> <li>• Developing a KM Strategy</li> <li>• Knowledge Audit</li> <li>• Gap Analysis</li> <li>• KM Strategy Road Map</li> <li>• Balancing Innovation and Organizational Structure</li> <li>• Types of Knowledge Assets Produced</li> </ul>	<p><b>Surprise Quiz 9</b></p>
<p><b>11°</b></p> <p><i>Oct. 29th - Nov. 03rd</i></p>	<p><b>KNOWLEDGE MANAGEMENT VALUE</b></p> <ul style="list-style-type: none"> <li>• KM Return on Investment (ROI) and Metrics</li> <li>• Benchmarking Method</li> <li>• Balanced Scorecard Method</li> <li>• House of Quality Method</li> <li>• Results-Based Assessment Framework</li> <li>• Measuring the Success of CoP</li> </ul>	<p><b>Surprise Quiz 10</b></p>
<p><b>12°</b></p> <p><i>Nov. 05th - 10th</i></p>	<p><b>ORGANIZATIONAL LEARNING AND ORGANIZATIONAL MEMORY</b></p> <ul style="list-style-type: none"> <li>• How Do Organizations Learn and Remember?</li> <li>• Frameworks to Assess Organizational Learning and Organizational Memory</li> <li>• The Management of Organizational Memory</li> <li>• Organizational Learning</li> <li>• The Lessons Learned Process</li> <li>• Organizational Learning and Organizational Memory Models</li> <li>• Three-Tiered Approach to Knowledge Continuity</li> </ul>	<p><b>3rd Case Report</b>  Murray E. Jennex (2005). Case Studies in Knowledge Management. USA: IGP. Chapter III. A Case Study on Assessing the Readiness of Professional Services Company to Build an Organizational Memory Information System</p> <p><b>Surprise Quiz 11</b></p>
<p><b>13°</b></p> <p><i>Nov. 12th - 17th</i></p>	<p><b>THE KNOWLEDGE MANAGEMENT TEAM</b></p> <ul style="list-style-type: none"> <li>• Major Categories of KM Roles</li> <li>• Senior Management Roles</li> <li>• KM Roles and Responsibilities within Organizations</li> <li>• The KM Profession</li> <li>• The Ethics of KM</li> </ul>	<p><b>Surprise Quiz 12</b></p>
<p><b>14°</b></p> <p><i>Nov. 19th - 24th</i></p>	<p><b>FUTURE CHALLENGES FOR KM</b></p> <ul style="list-style-type: none"> <li>• Political Issues regarding Internet Search Engines</li> <li>• Politics of Organizational Context and Culture</li> <li>• Shift to Knowledge-Based Assets</li> <li>• Intellectual Property Issues</li> </ul>	<p><b>Surprise Quiz 13</b></p>

<p><b>15°</b></p> <p><i>Nov. 26th - Dec. 01th</i></p>	<p><b>FUTURE CHALLENGES FOR KM</b></p> <ul style="list-style-type: none"> <li>• How to Provide Incentives for Knowledge Sharing</li> <li>• Future Challenges for KM</li> <li>• KM Research</li> <li>• A Postmodern KM</li> <li>• Concluding Thought</li> </ul>	<p><b>4th Case Report</b></p> <p>Murray E. Jennex (2005). Case Studies in Knowledge Management. USA: IGP. Chapter XIV. A Comparative Case Study of Knowledge Resource Utilization to Model Organizational Learning</p> <p><b>Surprise Quiz 14</b></p>
<p><b>16°</b></p> <p><i>Dec. 03th - 08th</i></p>	<p><b>FINAL EXAM</b></p>	

## VIII. Bibliography

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### Required bibliography:

#### Course Textbook

- Dalkir, K. (2011). Knowledge Management in Theory and Practice (2<sup>nd</sup> edition). Cambridge, Massachusetts: The MIT Press.

#### Cases References

- Nonaka, I., & Takeuchi, H. (1995). The knowledge-creating company: How Japanese companies create the dynamics of innovation. Oxford University Press.
- Watson, I. (2003). Applying Knowledge Management. Techniques for Building Corporate Memories. San Francisco: Morgan Kaufmann Publisher.
- Murray E. J. (2005). Case Studies in Knowledge Management. USA: IGP.

### Complementary bibliography:

#### Recommended Books

- Hislop, D., Bosua, R., & Helms, R. (2018). Knowledge management in organizations: A critical introduction. (4<sup>th</sup> edition) Oxford: Oxford University Press.
- Mohapatra, S., Agrawal, A., & Satpathy, A. (2016). Designing Knowledge Management-Enabled Business Strategies. Switzerland: Springer.
- Becerra-Fernandez, I., & Sabherwal, R. (2015). Knowledge Management. Systems and Processes. (2<sup>nd</sup> edition). New York: M.E.Sharpe.
- North, K., & Kumta, G. (2014). Knowledge management: Value creation through organizational learning. Switzerland: Springer.
- Jashapara, A. (2011). Knowledge Management: An Integrated Approach (2<sup>nd</sup> edition). Harlow: Pearson Education Limited.

#### Recommended Research Papers

- Ramadan, B. M., Dahiyat, S. E., Bontis, N., & Al-Dalahmeh, M. A. (2017). Intellectual capital, knowledge management and social capital within the ICT sector in Jordan. Journal of Intellectual Capital, 18(2), 437-462.
- Wang, Wang, & Liang (2014). Knowledge sharing, intellectual capital and firm performance, Management Decision, 52(2), 230-258.
- Sharabati, A. A. A., Naji Jawad, S., & Bontis, N. (2010). Intellectual Capital and Business Performance in the pharmaceutical sector of Jordan. Management Decision, 48(1), 105-131.

## **IX. Professor**

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**Nestor U. Salcedo**

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Instructor and researcher in fields of Corporate Governance and Information Technology. Professional interests in Boards of Directors, IT Investments, Knowledge Management and Research Methods. Experience to coordinate and develop researching and consulting services for public and private sectors. Speaker in international conferences such as Academy of Marketing Science (AMS), the Business Association of Latin American Studies (BALAS) and the Latin American Council of Management Schools (CLADEA). Teaching Assistant and Instructor of Genaro Matute (†) Professorship.

He was General Coordinator from MBA Direction at ESAN Graduate School of Business (2017), and Research Member and Academic Coordinator of the Institute of Governance and Corporate Governance – IGGC at ESAN University (2009-2017). Currently he is Executive Vice-Director of the Education Quality Accreditation Agency (EQUAA).

PhD Fellow in Economics, Management and Organization from Universitat Autònoma de Barcelona (UAB). Master of Research in Management Sciences (2015) and Master in Business Administration with major in International Business at ESAN Graduate School of Business (2008), BSc in Architecture at National University of Engineering (2006).