Course Syllabus
Intelligent Organizations and
Knowledge Management

March – July 2019

X Semester

Altamirano Samaniego, Fabiola

I. General Information

Course:	Intelligent Organizations and Knowledge Management				
Requirement:	Tecnologías de la Información para la Gestión del Capital Humano Evaluación y Gestión del Rendimiento	**Code:**	07023		
Precedence:		**Semester:**	2019-1		
Credits:	3	**Level:**	X		
Hours per week:	3 hours	**Course modality:**	Classroom presence		
Career(s)	Organizational Psychology	**Course coordinator:**	**Nombre y Apellido** Varinia Bustos **E-mail address** vbustos@esan.edu.pe		

II. Summary

This course contemplates the analysis of the principles that promote an "intelligent organization", the five disciplines of Senge. Evaluation and diagnosis of the organization with a view to the development of an intelligent organization. The use of technological tools. This course also analyzes the scenarios of training promotion or E-learning, the development of the necessary skills within organizations to identify and distribute good practices or critical information and use it among its members, as well as to assess and assimilate it. if it is outside of these, making use of information technologies. Tutorials via e-mail, tutorials via video conference, computer-assisted instruction.

III. Course Objectives

Develop project initiatives in knowledge management aligned to business strategy and learn to measure them as intangible assets to support value creation in intelligent organizations with intellectual capital.

IV. Learning outcomes

By the end of the semester, the student:

- Recognizes the differences between data, information, organizational knowledge and intelligent organizations. Recognizes the processes of knowledge management within learning organizations and in relation to their environment.

- Analyzes resources that affect the developing of KM processes in an Intelligent Organization through Resource Based-View to demonstrate the Value Creation.
- Proposes a project that supports the development of knowledge management in an organization (as IO) through an alignment tool and strategic control (intellectual capital and balanced scorecard), to demonstrate the value creation as firm performance.

V. Methodology

The course will be in blended learning. The professor will promote active participation from students. For this reason, the students must review and analyze readings, updated articles, and study cases from UEVirtual. This review and analysis will allow student to develop Case Reports, Case Presentations, Reading Controls, and Practical evaluations. Furthermore, the students must do a Final Report through research, collaborative work, and exposure of topics of interest to the course. The student will seek to increase their skills of analysis and synthesis, critical thinking, problem identification, and solution, always considering an ethical conduct.

VI. Evaluation

The evaluation system is integral and continuous. It involves the Permanent Average (60%), the Midterm Exam (20%) and Final Exam (20%).

Permanent Average includes these items:

PERMANENT AVERAGE - PA: 60%		
Type of evaluation	**Description**	**Weight (100%)**
Reading controls	3 reading control during the semester	15%
Study Cases – Reports	5 Case Reports	10%
Study Cases – Presentation	5 Case Reports: Presentation / class discussion	15%
Practical evaluation	Midterm Exam 1	15%
	Midterm Exam 2	15%
Final Report	Previous Report (points 1, 2, 3, 4, 5) With class discussion / presentation	10%
	Last Report (points from 1 to 8)	15%
Class Participation	Active Participation during the semester.	5%

The Final Average (FA) corresponds to this equation:

$$FA = (0,20 \times ME) + (0,60 \times PA) + (0,20 \times FE)$$

Where:

FA = Final Average | ME = Midterm Exam | PA = Permanent Average | FE = Final Exam

II. Content schedule

Week	Contents	Activities / Evaluation
LEARNING UNIT I **LEARNING RESULTS:** • Recognizes the differences between data, information, organizational knowledge and intelligent organizations. Recognizes the processes of knowledge management within learning organizations and in relation to their environment.		
1st March 21 - 27	**CONCEPTS OF KNOWLEDGE MANAGEMENT & INTELLIGENT ORGANIZATIONS** 1.1 Previous Concepts 1.2 Types of Knowledge and Intelligent Organizations 1.3 Knowledge categories in the company 1.4 The Knowledge Management Processes	**Class Introduction** **Syllabus Presentation** **1st PPT & Class Participation**
2nd March 28 - April 03	**ORGANIZATIONAL KNOWLEDGE IDENTIFICATION** 2.1 Identification of Knowledge 2.2 Data, Information, and Knowledge 2.3 Knowledge and Management **Mandatory reading:** Asrar-ul-Haq, M. Anwar, S. (2016). A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges. *Cogent. Business & Management*, 3, 1-17. Retrieved 03/14/2019, from: https://www.cogentoa.com/article/10.1080/23311975.2015.1127744	**2nd PPT & Class Participation** **1st Case Report & Presentation** Porter M. (1993) **Hattori-Seiko**. Harvard Business School, Boston, MA. Case Number: 9-385-300. - Class discussion **1st Reading Control**

3rd
 	
April 04 – 10
	KNOWLEDGE GENERATION
	CONCEPTS, TECHNIQUES, MODELS – part 1
	
	3.1 Creating Knowledge: Concepts and Techniques
	3.2 Formation techniques applicable to the creation of knowledge
	3.3 SECI Model
		1st Part - Final Report
		1. Introduction to Organization
		  a. Vision
		  b. Mission
		  c. Principles and Values
		  d. Strategic Goals
		2. Organizational Timeline
		3. Recent Events in Specific Area
		
		3rd PPT & Class Participation

4th April 11 - 17	**KNOWLEDGE GENERATION** CONCEPTS, TECHNIQUES, MODELS – part 2 4.1 Types of Knowledge Generation 4.2 Knowledge and Innovation 4.3 How to motivate staff to create knowledge 4.4 How to maintain updated knowledge	**4th PPT & Class Participation** **2nd Case Report & Presentation** Davenport, T. (1997). **If only HP knew what HP knows…** Managing Organizational Knowledge. The Ernst & Young Center for Business Innovation.
	Mandatory reading: Santoro, G. Vrontis, D. Thrassou, A. Dezi, L. (2016). The Internet of Things: Building a knowledge management system for open innovation and knowledge management capacity. *Science Direct*, 136, 347-354. Retrieved 03/14/2019, from: https://www.sciencedirect.com/science/article/pii/S0040162517302846	**2nd Reading Control** **1st Computer Lab:** Group System for Brainstorming

5th
 	
April 22 - 27
	KNOWLEDGE CODING AND COORDINATION
	
	5.1 Principles of Knowledge Codification
	5.2 Codification Dimensions of Knowledge
	5.3 Mapping Knowledge
		2nd Part - Final Report
		1. Introduction to Organization
		2. Organizational Timeline
		3. Recent Events in Specific Area
		4. External Factors
		    a. Macro-environment
		    b. Micro-environment
		1st Practical evaluation
		
		5th PPT & Class Participation

6th April 29 – May 4	**KNOWLEDGE TRANSFER, USE AND LEARNING ORGANIZATIONS** 6.1 Strategies, Frictions, and Solutions of Knowledge Transference 6.2 Transfer = Transmission + Absorption (& Use) 6.3 Learning Organizations	**6th PPT & Class Participation** **3rd Case Report & Presentation** Marchand, Chung & Paddack (2003). **CEMEX.** International Institute for Management Development, Lausanne, Switzerland. Case N° IMD084. **2nd Computer Lab:** AtlasTI for Coding & Content Analysis

LEARNING UNIT II
LEARNING RESULTS:
- Analyzes resources that affect the developing of KM processes in an Intelligent Organization through Resource Based-View to demonstrate the Value Creation.

7th
 	
May 6 - 11
	RESOURCES BASED-VIEW & KM IN INTELLIGENT ORGANIZATIONS
	
	7.1 Resource Based-View and Knowledge Management
	7.2 Knowledge-oriented Personnel
	7.3 The Knowledge Management Workers
		3rd Part - Final Report
		1, 2, 3, 4,
		5. Organizational Resources
		  a. Organizational Structure
		  b. Organizational Processes
		  c. People
		  d. Organizational Culture
		  e. Information Technology
		  f. Organizational Infrastructure
		
		7th PPT & Class Participation

8th May 13 – 18	**MIDTERM EXAM**	
9th May 20 - 25	**RBV: STRUCTURES AND PROCESSES** 9.1 The organizational structure types and operational innovation. 9.2 The process management standards.	**8th PPT & Class Participation** **4th Part – Final Report** 1, 2, 3, 4, 5 6. Map-Matrix Resources and KM Processes **Previous Report Presentations**
10th May 27 – June 1	**RBV: WORKERS AND CULTURE** 10.1 Knowledge workers 10.2 Organizational Culture as a Resource of Knowledge	**3rd Computer Lab:** UCInet & NetDraw for Network Analysis **9th PPT & Class Participation**
11th June 3 - 8	**RBV: INFRASTRUCTURE AND TECHNOLOGY** 11.1 Collaborative Tools: Groupware 11.2 Case Based Reasoning	**10th PPT & Class Participation** **4th Case Report & Presentation** McAfee & De Royere (2006). **Los Grobo**. Harvard Business

		School, Boston, MA. Case N° 606-S30.

LEARNING UNIT III
LEARNING RESULTS:
- Proposes a project that supports the development of knowledge management in an organization (as IO) through an alignment tool and strategic control (intellectual capital and balanced scorecard), to demonstrate the value creation as firm performance.

12th June 10 - 15	**INTELLECTUAL CAPITAL – PRINCIPLES** 12.1 Hidden Value 12.2 The New Balance 12.3 The Navigator **Mandatory reading:** Agrawal, A. Chowdhary, A. (2016). Perspective: Materials informatics and big data: Realization of the "fourth paradigm"of science in materials science. *APL Materials.* 1-11. Retrieved 03/14/2019, from: https://aip.scitation.org/doi/pdf/10.1063/1.4946894?class=pdf	**5th Case Report & Discussion** Bartlett & Mahmood (1998). **Skandia AFS**. Harvard Business School, Boston, MA. Case N° 9-396-412. **3rd Reading Control** **11th PPT & Class Participation**
13th June 17 -22	**KM PROJECT MANAGEMENT FOR IO** 13.1 Knowledge Management Projects 13.2 From Organizational Strategy to Strategy Project 13.3 Projects, Innovation and Strategy 13.4 Portfolio, Program, and Project	**4th Computer Lab:** MS Project (Youtube link) **12th PPT & Class Participation** **5th Part – Final Report** 1, 2, 3, 4, 5, 6, 7. KM Project Proposal **2nd Practical evaluation** **Report Presentations**
14th June 24 - 29	**INTELLECTUAL CAPITAL & BSC APPLICATION** THE INTANGIBLE ASSETS MEASUREMENT 14.1 The value of intangibles: Measuring IC 14.2 The Performance of Knowledge Management 14.3 Knowledge Management, Competency Management and Intellectual Capital	**4th Computer Lab:** SPSS to measure Intellectual Capital (Paper Explanation) **13th PPT & Class Participation**
15th July 1 - 6	**VALUE CREATION AS FIRM PERFORMANCE** 15.1 Recent research about Knowledge Management, Learning Organizations and	**14th PPT & Class Participation** **6th Part – Final Report** 1, 2, 3, 4, 5, 6, 7, 8. Intellectual Capital Report (include

		Intellectual Capital, and their effects on firm performance	Strategic Map and BSC) a. Learning and Knowledge Focus b. Internal Operations Focus c. Customer Focus d. Financial Focus **Final Report Presentations**
16th July 8 - 13		*FINAL EXAM*	

VIII.   References

Basic Bibliography:

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Complementary Bibliography:

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- 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.
- Wang, Wang, & Liang (2014). Knowledge sharing, intellectual capital and firm performance, *Management Decision*, 52(2), 230-258.

IX.   Laboratory Requirement

Laboratory sessions will take place twice in the first half of the semester and twice in the second half, as follows.
Week 4°: GroupSystem for Brainstorming
Week 6°: Atlas TI for Coding and Content Analysis
Week 10°: UCInet & NetDraw for Network Analysis
Week 13°: MS-Project for Project Proposal
Week 14°: SPSS to measure Intellectual Capital

X.   Professor

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