Unit Outline*

MGMT8560

Information Management

Semester 1, 2011
Crawley

Professor Peter Goldschmidt

Business School

www.business.uwa.edu.au

* This Unit Outline should be read in conjunction with the Business School Unit Outline Supplement available on the Current Students web site
http://www.business.uwa.edu.au/students
UNIT DESCRIPTION

Introduction

Welcome to Information Management MGMT8560. This unit examines the relationship between information and communication technologies and the management of organisational information and knowledge.

A firm’s information and knowledge resources are recognised as being fundamental to success in the knowledge-based economy and it is therefore imperative that managers can develop successful strategies for managing corporate knowledge. To do this, managers need to be conversant with the role and rapidly evolving capabilities of various information and communications technologies and applications which can facilitate the development and integration of knowledge assets - embodied in people, databases, raw products and processes.

As a field of study, knowledge management has its roots in several disciplines including information systems, human resource management and organisational strategy. In this course we will examine how knowledge is created, acquired, shared, exchanged and combined and how information and communication technologies can facilitate these activities. By examining these and other processes, we will discuss what is required of organisations and their members and how they contribute to the success of organisations. On completion of the unit, it is expected that you will understand the complex nature of knowledge in organisations which will enable you to analyse, understand and implement knowledge management practices.

Unit content

In this unit we will examine three broad modules with respect to knowledge management:

The context of KM examines the organisational and strategic drivers of KM and discusses the basis of strategic knowledge management.

Knowledge foundations will examine how knowledge management can be supported and facilitated through the effective management and application of information technologies and human resources.

Knowledge applications focuses on specific techniques and approaches for developing knowledge resources and organisational processes for facilitating knowledge management.

Within each of these modules we will discuss the current and future potential that information technologies and emerging social software applications will have on the organisational strategy and practice.

The goal of the unit

The goal of this unit is to introduce and discuss the concepts, frameworks and techniques associated with knowledge management as they are applied in today’s organisations. A multidisciplinary approach which draws from studies in information systems, management and organisation studies, and human resource management will provide students with a well rounded perspective enabling them to apply these concepts across a range of managerial functions.
**Learning outcomes**

On completion of this unit, you should be able to:

1. Understand the fundamental concepts in the study of knowledge and its creation, acquisition, representation, dissemination, use and re-use, and management.
2. Appreciate the role and use of knowledge in organizations and institutions and how it relates to organisational strategy.
3. Identify typical barriers to KM projects and strategies.
4. Know the core concepts, methods, techniques, and tools for information technology support of knowledge management.
5. Identify and understand how to apply and integrate appropriate components and functions of various knowledge management systems.
6. Be prepared to participate in organisational knowledge management projects.

**Educational Principles and Graduate Attributes**

In this unit, you will be encouraged and facilitated to develop the ability and desire to:

1. Critically evaluate the potential for information technologies to be applied to organisational knowledge management.
2. Develop an awareness of ethical and cultural issues associated with knowledge and intellectual capital.
3. Develop effective team-based communication skills through working in teams to analyse assigned cases.
4. Demonstrate independent learning through applying lecture material to weekly assigned questions and cases.
TEACHING AND LEARNING RESPONSIBILITIES

Teaching and learning strategies

This unit will be based around a weekly meeting of the class in a seminar environment. The primary topics of interest will be delivered through interactive and/or recorded lectures and supplemented with in-class discussion and exercises. In preparation for each seminar it is expected that all students have read the essential reading for that week (and listened to the recorded lecture where applicable) and are prepared to participate in discussion.

In order to cover issues and perspectives beyond those covered in the text and essential readings, several academic papers and case studies will also be discussed during class.

For the discussion of case studies and specific topics in knowledge management, you will be assigned to teams. Working in a team environment will enable you to consider a range of perspectives and opinions relevant to the case or topic under consideration. In this environment you will need to be respectful of the opinion of others and open to considering alternatives.

Teaching and learning evaluation

You may be asked to complete two evaluations during this unit. The Student Perception of Teaching (SPOT) and the Students’ Unit Reflective Feedback (SURF). The SPOT is optional and is an evaluation of the lecturer and the unit. The SURF is completed online and is a university wide survey and deals only with the unit. You will receive an email from the SURF office inviting you to complete the SURF when it is activated. We encourage you to complete the forms as your feedback is extremely important and can be used to make changes to the unit or lecturing style when appropriate.

Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process, therefore it is important that you attend classes. More formally, the University regulations state that ‘to complete a course or unit students shall attend prescribed classes, lectures, seminars and tutorials’. Where a student, due to exceptional circumstances, is unable to attend a scheduled class, they are required to obtain prior approval of the unit coordinator to be absent from that class. Any student absent from class without having had such absence approved by the unit coordinator may be referred to the faculty for advice and may be required to withdraw from the unit.
**CONTACT DETAILS**

We strongly advise students to regularly access their student email accounts. Important information regarding the unit is often communicated by email and will not be automatically forwarded to private email addresses.

<table>
<thead>
<tr>
<th><strong>Unit coordinator/lecturer</strong></th>
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<tbody>
<tr>
<td><strong>Name:</strong></td>
<td>Professor Peter Goldschmidt</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:Peter.Goldschmidt@uwa.edu.au">Peter.Goldschmidt@uwa.edu.au</a></td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>6488 2799</td>
</tr>
<tr>
<td><strong>Consultation hours:</strong></td>
<td>Any day (except Monday) by appointment</td>
</tr>
<tr>
<td><strong>Lecture times:</strong></td>
<td>Tuesdays, 5.00pm – 8.00pm</td>
</tr>
<tr>
<td><strong>Lecture venue:</strong></td>
<td>BUSN: 263 Andrew Frazer Tutorial Room</td>
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TEXTBOOK(S) & RESOURCES

Unit Website
This unit will make extensive use of WebCT for the delivery and distribution of unit materials and assignments. Please check the unit WebCT site regularly.

http://www.webct.uwa.edu.au

Required texts
The primary text for this unit is:

Debowski, S 2005, Knowledge Management, John Wiley & Sons Australia, Ltd
This book will be the source of weekly lecture discussion material.

A book of selected readings and case studies is available for purchase from the bookshop. These readings will form the basis of assigned case study and specific knowledge management topic discussions.

Please note: Harvard Business Review (HBR) articles are not included in the course reader and are only available on Course Materials Online (CMO).

Additional resources & reading material
In addition to the required readings, you are expected to source additional materials to support your discussions and assignments. There are many books related to knowledge management available in the library. The following recommended are highly recommended as complementary sources for your study:

BUS 658.4038 2004 KNO

Becerra-Fernandez (2008) Knowledge Management: An Evolutionary View
BUS [electronic resource available online]

HSS 303.4833 2000 SOC

BUS 658.403 1998 WOR

Palgrave Macmillan
BUS 658.4038 2010 KNO

BUS 658.4038 2007 KNO

BUS 658.4038 2000 MAN

BUS 658.4038. 2000 ENA
## UNIT SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Text Reading</th>
<th>Discussion Reading / Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>01/03/11</td>
<td>Introduction to the unit</td>
<td>Ch 1</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The knowledge Context</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>15/03/11</td>
<td>Knowledge Leadership</td>
<td>Ch 3 /4</td>
<td>Case Study: Knowledge Management at Siemans Spain</td>
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<tr>
<td></td>
<td></td>
<td>Knowledge Culture</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>22/03/11</td>
<td>Knowledge Management Systems</td>
<td>Ch 6</td>
<td>Case Study: Blogs at Dresdner Kleinwort Wasserstein (A) and (B)</td>
</tr>
<tr>
<td>5</td>
<td>29/03/11</td>
<td>KM through HR</td>
<td>Ch 5</td>
<td>Case Study: Global Knowledge Management at Danone</td>
</tr>
<tr>
<td>6</td>
<td>05/04/11</td>
<td>Knowledge Applications I</td>
<td>Ch 7</td>
<td>Case Study: Knowledge M</td>
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<tr>
<td>7</td>
<td>12/04/11</td>
<td>Presentation Topic Preparation – No Formal Class</td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Topic</td>
<td>Text Reading</td>
<td>Discussion Reading / Topic</td>
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</table>
| 8    | 19/04/11 | Knowledge Applications 2               | Ch 8         | **Topic: Knowledge in Social Networks**  
Cross, R. et al (2001) Knowing What We Know: Supporting Knowledge Creation and Sharing in Social Networks  
See Also:  
Wenger and Snyder (2000) Communities of Practice: The Organizational Frontier. *Harvard Business Review* (*HBR articles are not included in the course reader, available on CMO*). |
|      |        | **Mid Semester Break**                 |              |                            |
| 9    | 03/05/11 | Developing an effective Knowledge Service | Ch 9         | **Topic: Knowledge Mapping**  
| 10   | 10/05/11 | Learning and Development in KM         | Ch 10        | **Topic: Virtual Teams and Communities**  
| 11   | 17/05/11 | Sustainable Knowledge Management       | Ch 12        | **Topic: Web 2.0 and Knowledge Management**  
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<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topic</th>
<th>Text Reading</th>
<th>Discussion Reading / Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>24/05/11</td>
<td>Review</td>
<td></td>
<td></td>
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<tr>
<td>13</td>
<td>31/05/2011</td>
<td>Semester project reviews and</td>
<td></td>
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<td></td>
<td></td>
<td>discussion about the exam</td>
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Note that the schedule and readings may vary depending on class size and other circumstances.
ASSESSMENT MECHANISM

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work provides you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process.

Assessment mechanism summary

<table>
<thead>
<tr>
<th>Item</th>
<th>Weight</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar participation</td>
<td>10%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Case study facilitation</td>
<td>10%</td>
<td>As assigned</td>
</tr>
<tr>
<td>Case study analysis</td>
<td>20%</td>
<td>03/05/11</td>
</tr>
<tr>
<td>Team topic presentation</td>
<td>10%</td>
<td>As assigned</td>
</tr>
<tr>
<td>Topic report</td>
<td>20%</td>
<td>27/05/11</td>
</tr>
<tr>
<td>Exam</td>
<td>30%</td>
<td>TBA</td>
</tr>
</tbody>
</table>

Note 1: Results may be subject to scaling and standardisation under faculty policy and are not necessarily the sum of the component parts.

Note 2: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning outcomes as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the unit.

Assessment components

Seminar participation (10%)

You are required to participate actively in the seminars - especially in the interactive discussions of assigned case studies and readings. In order to successfully participate in certain class exercises, you may be asked to read selected case study material or complete various tasks in the week before a particular seminar. You will also be assessed on evidence of your general preparation (keeping up with relevant readings and demonstrating knowledge of the ‘theory’ underlying a particular topic) and ability to contribute to class discussion.
Case study facilitation (10%)

In the seminar weeks 3-6 we will analyse and discuss case studies related to knowledge management. You will be assigned to a team which will have the responsibility for facilitating class discussion. It should be assumed by the facilitating team that all class members will have read the case and are prepared to participate in the discussion. It is not the role of the facilitators to present to class but rather to stimulate discussion and draw out the relevant issues from the case. It is anticipated that the facilitators will develop activities and/or other materials in order to promote discussion. The extent of the discussion will vary depending on the content of the paper but facilitators should plan for the entire session to take approximately 45-60 minutes.

Specific marking criteria will be made available on WebCT. A single group mark will be applied for this piece of assessment. The facilitating team should submit a 1 page summary of how they intend to run the facilitation to their instructor as evidence of their preparation.

Case study analysis (20%)

Each student will submit a 2500 word analysis of one of the case studies that they did not facilitate. This is an individual submission. Marking criteria will be made available on WebCT.

Team topic presentation (10%)

During weeks 8-11 student teams will be assigned to conduct the seminar discussion on a KM related topic. Some base readings are provided in the readings pack which all class members are required to read. The presenting team should in addition source other materials to enhance their presentation.

The purpose of the presentation is to provide an overview of the topic and to identify the major issues that the topic presents to management. The presentation should be planned to be completed within 60 minutes.

Specific marking criteria will be made available on WebCT. A single group mark will be applied for this piece of assessment. The facilitating team should submit a 1 page summary of how they intend to run the facilitation to their instructor as evidence of their preparation.

Topic report (20%)

The goal of this assessment is to learn more about some of one of the critical areas of knowledge management discussed during presentations. You are free to choose any of the topic areas covered or if you have a particular interest in another related KM topic, you can discuss this with your instructor. Your topic analysis should be no more than 3500 words in length. You will draw on literature and resources beyond the assigned readings and be write in a style that is accessible for general management consumption.

This is an individual assignment submission. Marking criteria will be available on WebCT.

Exam (30%)

The end of semester exam will be 2 hours in length and comprise short answer questions based on the text and readings discussed during the course.
Submission of assignments

All assignments will be lodged using the WebCT learning management system.

Student Guild
Phone: (+61 8) 6488 2295
Facsimile: (+61 8) 6488 1041
E-mail: enquiries@guild.uwa.edu.au
Website: http://www.guild.uwa.edu.au

Charter of Student Rights and Responsibilities

Appeals against academic assessment
The University provides the opportunity for students to lodge an appeal against assessment results and/or progress status (refer http://www.secretariat.uwa.edu.au/home/policies/appeals).