



UNIVERSITI TEKNOLOGI MARA

CMP602: KNOWLEDGE MANAGEMENT

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| Course Name (English) | KNOWLEDGE MANAGEMENT APPROVED |
| Course Code | CMP602 |
| MQF Credit | 2 |
| Course Description | This course provides a thorough coverage of the latest theory and practice of Knowledge Management with an integrated inter-disciplinary presentation that makes sense of the confusing wide variety of industry perspectives arising simultaneously from artificial intelligence, information systems, and organisational behavior. Critically evaluates the nature, computer representation, access and utilization of knowledge versus information within a human context. Essential preparation for managerial, technical and communication professionals alike in today's modern knowledge-based economy |
| Transferable Skills | Communication skill teamwork skill problem solving skill |
| Teaching Methodologies | Lectures, Blended Learning, Presentation |
| CLO | CLO1 Explain issues and challenges in knowledge management context and organisational behavior. CLO2 Perform communication skills in verbal and written related to the impact of current trend of knowledge management and organisational manifestation CLO3 Demonstrate autonomous learning in knowledge management and organisational behavior. |
| Pre-Requisite Courses | No course recommendations |
| Topics | |
| 1. Introduction to Knowledge Management 1.1) 1.1. Introduction 1.2) 1.2. The knowledge Economy 1.3) 1.3. What is Knowledge Management? 1.4) 1.4. Multidisciplinary of KM 1.5) 1.5. Two Major types of KM: Tacit and Explicit 1.6) 1.6. History of KM 1.7) 1.7. From physical assets to knowledge assets 1.8) 1.8. Why is KM important today? | |
| 2. Knowledge Management Processes 2.1) 2.1. Introduction 2.2) 2.2. Major approaches to KM cycle 2.3) 2.3. The Meyer and Zack KM Cycle 2.4) 2.4. The Bukowitz and Williamn KM Cycle 2.5) 2.5. An Integrated of KM cycle 2.6) 2.6. Strategic Implication of KM cycle 2.7) 2.7. Practical considerations for managing knowledge | |
| 3. Knowledge Management Models 3.1) 3.1. Introduction 3.2) 3.2. Major theoretical KM Models 3.3) 3.3. The Nonaka and Takeuchi Knowledge Spiral Model 3.4) 3.4. Intellectual Capital Model 3.5) 3.5. KM strategy Model 3.6) 3.6. Collaboration Model | |

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| <p>4. Knowledge Capture and Codification</p> <p>4.1) 4.1. Introduction</p> <p>4.2) 4.2. Tacit Knowledge Capture</p> <p>4.3) 4.3. Tacit Knowledge Capture at Individual and Group levels</p> <p>4.4) 4.4. Tacit Knowledge Capture at Organization levels</p> <p>4.5) 4.5. Explicit Knowledge Capture</p> <p>4.6) 4.6. Cognitive map</p> <p>4.7) 4.7. Decision tree</p> <p>4.8) 4.8. Knowledge Taxonomies</p> |
| <p>5. Knowledge sharing</p> <p>5.1) 5.1. Introduction</p> <p>5.2) 5.2. The social nature of knowledge</p> <p>5.3) 5.3. Knowledge networks</p> <p>5.4) 5.4. Sociograms and Social Network Analysis</p> <p>5.5) 5.5. Knowledge sharing Communities</p> <p>5.6) 5.6. Type of Communities</p> <p>5.7) 5.7. Obstacle to knowledge sharing</p> <p>5.8) 5.8. Organizational learning and Social Capital</p> |
| <p>6. Finding Knowledge</p> <p>6.1) 6.1. Introduction</p> <p>6.2) 6.2. Knowledge application at individual level</p> <p>6.3) 6.3. Characteristic of individual knowledge workers</p> <p>6.4) 6.4. Bloom taxonomy of Learning Objectives</p> <p>6.5) 6.5. Knowledge application at group and organizational level</p> <p>6.6) 6.6. Knowledge Reuse</p> <p>6.7) 6.7. Knowledge repositories</p> <p>6.8) 6.8. E-learning and Knowledge management application</p> <p>6.9) 6.9. Real world application of KM</p> |
| <p>7. Organizational culture</p> <p>7.1) 7.1. Introduction</p> <p>7.2) 7.2. Different types of culture</p> <p>7.3) 7.3. Organizational culture analysis</p> <p>7.4) 7.4. Culture at the foundation of KM</p> <p>7.5) 7.5. Transformation to a Knowledge-Sharing knowledge</p> <p>7.6) 7.6. Impact of a merger on culture</p> <p>7.7) 7.7. Impact of Virtual work on culture</p> |
| <p>8. Knowledge Management Tools</p> <p>8.1) 8.1. Introduction</p> <p>8.2) 8.2. Knowledge Capture and Creation Tools</p> <p>8.3) 8.3. Content creation tools</p> <p>8.4) 8.4. Data mining, Knowledge Discovery and Analytics</p> <p>8.5) 8.5. Visualization Tools and Knowledge Maps</p> <p>8.6) 8.6. Knowledge sharing and dissemination tools</p> <p>8.7) 8.7. Knowledge Acquisition and Application tools</p> <p>8.8) 8.8. Intelligent Filtering tools</p> <p>8.9) 8.9. Personal KM</p> |
| <p>9. Knowledge Management Strategy and planning</p> <p>9.1) 9.1. Introduction</p> <p>9.2) 9.2. Developing a Knowledge Management Strategy and Planning</p> <p>9.3) 9.3. Knowledge audits</p> <p>9.4) 9.4. Organizational Maturity Models</p> <p>9.5) 9.5. Gap analysis</p> <p>9.6) 9.6. KM strategy Road Maps</p> <p>9.7) 9.7. Balancing Innovation and Organizational Structure</p> <p>9.8) 9.8. Types of Knowledge assets produced</p> <p>9.9) 9.9. The role of leadership and different KM leadership styles</p> |
| <p>10. Evaluating Knowledge Management</p> <p>10.1) 10.1 Introduction</p> <p>10.2) 10.2KM Return On Investment (ROI) and Metrics</p> <p>10.3) 10.3The benchmarking methods</p> <p>10.4) 10.4The balancing scorecard methods</p> <p>10.5) 10.5The hose of Quality method</p> <p>10.6) 10.6The result based Assessment Framework</p> <p>10.7) 10.7Measuring the success of knowledge Networks</p> |

11. Organizational Learning and Organizational Memory

- 11.1) 11.1. Introduction
- 11.2) 11.2. How do organizational learn and remember?
- 11.3) 11.3. The management of Organizational memory
- 11.4) 11.4. Organizational Learning
- 11.5) 11.5. The lesson learned process
- 11.6) 11.6. Lesson learned system
- 11.7) 11.7. Benefits of lessons learned
- 11.8) 11.8. Organizational learning and organizational Memory Models

12. Knowledge continuity Management

- 12.1) 12.1 Introduction
- 12.2) 12.2 Knowledge Continuity Management process
- 12.3) 12.3 A Three-Tiered Approached to knowledge Continuity
- 12.4) 12.4 intergenerational Knowledge Transfer
- 12.5) 12.5 Success factors for Knowledge continuity management
- 12.6) 12.6 Concluding Thought

| Assessment Breakdown | % |
|-----------------------|--------|
| Continuous Assessment | 60.00% |
| Final Assessment | 40.00% |

| Details of Continuous Assessment | Assessment Type | Assessment Description | % of Total Mark | CLO |
|----------------------------------|-----------------|---|-----------------|------|
| | Assignment | Individual assignment which demonstrate excellent initiative in completing a knowledge management and organisational behavior task related to MQF 7 LOD sub attribute "self learning" | 30% | CLO3 |
| | Presentation | Presentation on the impact current trends in knowledge management and their manifestation in organisational settings related to 'oral communication' which is presentation and writing report in MQF 5 LOD. | 30% | CLO2 |

| Reading List | Recommended Text | <ul style="list-style-type: none"> • Kimiz Dalkir 2017, <i>Knowledge Management in Theory and Practice</i>, 3rd Ed., MIT Press Cambridge [ISBN: 9780262036870] • Hislop, D., Bosua, R. and Helms R. 2018, <i>Knowledge Management in Organizations: A Critical Introduction</i>, 4th Ed., Oxford University Press [ISBN: 9780198724018] • Jawad S., Murray, P. A. Hislop, D., and Mouzughy, Y. 2018, <i>The Palgrave Handbook of Knowledge Management</i>, Palgrave Macmillan [ISBN: 9783319714332] |
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| | Reference Book Resources | <ul style="list-style-type: none"> • Jain, P. and Mnjama, N. 2016, <i>Managing Knowledge Resources and Records in Modern Organizations</i>, IGI Global [ISBN: 9781522519652] |

| Article/Paper List | This Course does not have any article/paper resources |
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| Other References | <ul style="list-style-type: none"> • Book Irma Becerra-Fernandez and Rajiv Sabherwal 2016, <i>Knowledge Management: Systems and Processes</i> , Spirit Rising Productions • Book Brent N. Hunter 2014, <i>The power of KM: Harnessing the Extraordinary Value of knowledge Management</i> • Book Stephanie Barnes and Nick Milton 2013, <i>Designing a Successful KM strategy: A guide for the Knowledge Management Professional</i> , Oxford • Book Nick Milton and Patrick Lambe 2016, <i>The Knowledge Manager's Handbook: A step-by-step Guide to Embedding Effective Knowledge Management in your Organization</i> , kagon page • Book 5. Anthony J. Rhem 2016, <i>Knowledge Management in Practice</i>, aue |
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