Elective Course 9: Knowledge Management

Course Type:	PS: Program Specialisation	Course Credits:	2
Course Code:	S3SE517	Course Duration:	30 Hours

Course Objective:
- To develop strategic insight into leveraging emerging technologies for competitive advantage. To introduce foundational theories, practices, and strategic importance of knowledge management.
- To equip students with practical skills for implementing effective knowledge management systems.
- To develop analytical capabilities to assess organizational knowledge assets and knowledge flow.
- To foster understanding of knowledge sharing, collaboration tools, and organizational learning.
- To cultivate strategic insight into addressing knowledge management challenges and opportunities.

Course Outcomes:
- CO1: Explain the fundamental concepts of knowledge management, including the distinction between data, information, and knowledge, and the importance of KM in business.
- CO2: Analyze knowledge creation models, sources, and acquisition techniques to enhance organizational knowledge processes.
- CO3: Evaluate knowledge sharing mechanisms, technological tools, and organizational strategies to overcome barriers in KM.
- CO4: Compare different types of Knowledge Management Systems (KMS) and propose effective implementation and evaluation strategies.
- CO5: Design knowledge retention strategies and organizational learning practices to sustain competitive advantage.
- CO6: Assess the role of KM in fostering innovation through technology, collaboration, and performance measurement.

Unit/ Module	Content	CO Mapping	Hours Assigned
1	**Definition and Scope of KM:**	CO1, CO2	5

	Understanding knowledge vs. data vs. information, Types of Knowledge: Tacit vs. explicit knowledge, Importance of KM in business: How KM improves efficiency, decision-making, and innovation, KM Lifecycle: Knowledge creation, storage, sharing, and utilization, Challenges in KM:Barriers to effective knowledge management.		
2	**Knowledge Creation Models:** Nonaka- Takeuchi SECI Model (Socialization, Externalization, Combination And Internalization), Sources of Knowledge: Internal (employees, documents) vs. external (partners, customers, competitors), Techniques for Knowledge Acquisition: Market research, R&D, benchmarking, collaboration, Knowledge Transfer Mechanisms: Communities of practice, mentorship, cross- functional teams, Role of Leadership in Knowledge Creation: Fostering a knowledge- sharing culture. & Organisational Impact KM management Dimensions, Barrier to KM and IT Dimensions.	CO2, CO3	5
3	Knowledge Sharing Processes: How knowledge is communicated across departments, Barriers to Knowledge Sharing: Cultural, technological, and organizational challenges, Role of Technology in Knowledge Sharing: Intranets, knowledge management systems (KMS), and social media tools, Collaboration Tools: Wikis, collaborative platforms, video conferencing, and	CO4	4

	cloud-based systems, Communities of Practice (CoPs): Facilitating informal knowledge sharing networks within organizations.		
4	Overview of KMS: Types of KMS (Document Management Systems, Content Management Systems, Enterprise Social Networks), Implementing KMS: Steps to successfully implement and manage KMS, Evaluating KMS: Metrics to measure the effectiveness of KMS, Enterprise Resource Planning (ERP) and KM Integration: How ERPs facilitate knowledge management, Best Practices in KMS Implementation: Case studies of successful KMS implementations in businesses.	CO5, CO6	4
5	Knowledge Retention Strategies: Succession planning, mentorship programs, documentation of processes, Knowledge Loss: Managing knowledge loss due to employee turnover, retirements, or organizational changes, Organizational Learning: Creating a culture of learning through training, development, and reflective practices, Learning Organizations: Key features of learning organizations (e.g., continuous improvement, shared vision), Knowledge-Based Competitive Advantage: Leveraging knowledge for strategic advantage in the marketplace.	CO4, CO5	4
6	Role of KM in Innovation: How effective KM fosters creativity and innovation in products, services, and processes,	CO4, CO5	4

	Innovation and Knowledge Sharing: Mechanisms that link KM and innovation (e.g.,crowdsourcing, open innovation),		
7	Emerging trends and Case Studies of KM-Driven Innovation: Examining real-world examples where KM has enhanced innovation, Technology and Innovation: Role of AI, Big Data, and other emerging technologies in KM and innovation, Measuring the Impact of KM on Innovation: Key performance indicators and success metrics for KM-driven innovation.	CO5, CO6	4

Textbooks:

1. Knowledge Management, Mruthyunjaya H.C., Prentice Hall.
2. Knowledge Management Systems and Processes in the AI Era by Irma Becerra-Fernandez & Rajiv Sabherwal, Richard Kumi, Routledge 3rd Edition.
3. Knowledge Management by Ganesh Natarajan and Sandhya Shekhar, Tata McGraw-Hill.
4. Knowledge Management in Organizations by Donald Hislop, Oxford 2nd Edition.
5. Knowledge Management in Theory and Practice, Kimiz Dalkir, MIT Press 3rd Edition.
6. Knowledge Management Challenges, Solutions, and Technologies by Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal. Prentice Hall, 2004.
7. Knowledge Management by Elias M. Awad, Hassan M. Ghaziri. Prentice Hall, 2004.
8. Knowledge Management in Organizations by Donald Hislop. Oxford University Press.
9. Knowledge Management Tools and Techniques   by Madanmohan   Rao. Butterworth- Heinemann

Reference Books:

1. Knowledge Management Tools and Techniques: Practitioners and Experts Evaluate KM Solutions by Madanmohan Rao, Butterworth-Heinemann.
2. Organisational Learning and Knowledge Management by William R. King, Springer.
3. Knowledge Management Challenges, Solutions, & Technologies by Irma Becerra-Fernandez, Avelino Gonzalez, Rajiv Sabherwal, Prentice Hall.

4. Working Knowledge: How Organizations Manage What They Know by ThomasH. Davenport & Laurence Prusak, Harvard Business Press.

5. The Knowledge-Creating Company by Ikujiro Nonaka & Hirotaka Takeuchi, Oxford University Press.