Knowledge Management

MASY1-GC 3305 | 100 | Spring 2024 | 01/24/2024 - 05/01/2024 | 3 Credit
Modality: Online (Sy)
Course Site URL: https://brightspace.nyu.edu/

General Course Information
Name/Title: Vaughan Coleman, Adjunct Instructor
NYU Email: Vaughan.Coleman@nyu.edu
Class Meeting Schedule: 01/24/2023 - 05/01/2024 | Wednesday | 07:00pm -- 09:35pm
Class Location: DR- Distance Learning/Sy: Online
Office Hours: Students may schedule via email, NYU Zoom, NYU Google or phone Meetings by appointment. Phone 917-656-9912

Description
This course aims to provide students with the opportunity to explore current issues affecting the creation and management of business knowledge in the information age. It involves a review of the theory and practice of Knowledge Management (KM) in relation to the current social, organizational, and industrial environments. Taking an organizational learning-centric approach, this course emphasizes the continuous acquisition and application of knowledge. It also introduces students to the impact of KM issues in resolving problems and taking advantage of opportunities. Students practice knowledge management by researching the KM literature, developing a knowledge repository, evaluating the knowledge created, and publishing the information to a website. In this course, students experience the creation of a community of KM practice and maximize the experience of cooperation, knowledge creation, and trust in the learning environment.

Prerequisites
N/A

Learning Outcomes
At the conclusion of this course, students will be able to:
- Select tools and techniques of KM for the stages of creation, acquisition, transfer and management of knowledge
- Evaluate tangible and intangible knowledge assets using current industry understanding of KM Apply KM to specific managerial and decision-making communities
- Create metrics to assess a KM repository operational efficiency and business benefits
- Specify KM application packages and the issues in designing and developing knowledge databases

Communication Methods
Be sure to turn on your NYU Brightspace notifications and frequently check the "Announcements" section of the course site. This will be the primary method I use to communicate information critical to your success in the course. To contact me, send me an email. I will respond within 24 hours.

Structure | Method | Modality

There are 14 session topics in this course. The session topics are organized into three (3) areas of study: 1) History, 2) Learning Principles, and 3) Instructional Design in Practice.

The course delivery format is weekly `online` and will meet via the sessions scheduled in the Meeting section of NYU Classes. All assignments will be provided in the designated NYU Classes section (Assignments) prior to the start of the course. Students are responsible for ensuring they understand the requirements and are responsible for checking NYU Classes prior to the beginning of the course, and subsequently prior to each class for any updates. The course is comprised of several different components. Each component is designed to provide you with a specific set of skills, tools, analytical framework and knowledge. Collectively, the course components should provide you with a balanced and robust foundation in Knowledge Management that you can reference in your careers and further education.

Specifically:

- Online Interactive Component. This is a highly interactive class that provides you with a great opportunity to learn, to challenge yourself and others, and develop your critical thinking and communication skills. Come to class ready to work, participate, contribute and have some fun. My teaching style is direct and facilitative, please feel free to challenge me, ask me questions and draw upon my experience in business, as well as my subject matter expertise.

- Case Component. We will discuss at least one case per week; to practice analysis of organizational situations, and to learn how to recommend various interventions or redesign opportunities. This is to practice perception, analysis, action capability, and to learn vicariously from others' situations. Please note that I will be posting on NYU Class "Class Packets" that are specific to the cases and learning topics that we will be addressing.

- Intellectual Component: This component focuses more on your cognitive abilities, and includes reading, learning models of behavior, design, and leadership, discussing ideas from the readings and from other sources. Specifically, in this class we will focus on 4 dimensions of learning, knowledge transfer and skill development:

  a. Factual Knowledge is knowledge that is basic to specific disciplines. This dimension refers to essential facts, terminology, details or elements students must know or be familiar with in order to understand a discipline or solve a problem in it.

  b. Conceptual Knowledge is knowledge of classifications, principles, generalizations, theories, models, or structures pertinent to a particular disciplinary area.

  c. Procedural Knowledge refers to information or knowledge that helps students to do something specific to a discipline, subject, and area of study. It also

refers to methods of inquiry, very specific or finite skills, algorithms, techniques, and particular methodologies.

d. Metacognitive Knowledge is the awareness of one's own cognition and particular cognitive processes. It is strategic or reflective knowledge about how to go about solving problems, cognitive tasks, to include contextual and conditional knowledge and knowledge of self.

- Team Performance Component. You will have one team project assignment this semester. You will formally write-up your project and briefly present your findings and your experience as a team to the class. Group members will be expected to clearly identify their contributions and will be assessed on the content and quality of that contribution individually. The individual effort will be 60% of the final project grade and the remaining 40% for the group effort (based on team work, sharing knowledge, learning, and building consensus), and presentation. Thus, the overall grade for the final project will be a combination of the individual contribution (60%) and the group contribution and presentation (40%).

- Individual Performance Component: Each student will be expected to analyze a real organization and engage in the process of developing a step-by-step Knowledge Management strategy for potential use in the same organization that will serve as the midterm grade.

- Case Study Component. Each student will also complete and present case study analyses to enhance the case study component.

Active learning experiences and small group projects are key components of the course. Assignments, papers, and exams will be based on course materials (e.g., readings, videos), lectures, and class discussions. Course sessions will be conducted synchronously on NYU Zoom, which you can access from the course site in NYU Brightspace.

Expectations

Learning Environment
You play an important role in creating and sustaining an intellectually rigorous and inclusive classroom culture. Respectful engagement, diverse thinking, and our lived experiences are central to this course, and enrich our learning community.

Participation
You are integral to the learning experience in this class. Be prepared to actively contribute to class activities, group discussions, and work outside of class.

Assignments and Deadlines
Please submit all assignments to the appropriate section of the course site in NYU

Brightspace. If you require assistance, please contact me BEFORE the due date.

Course Technology Use
We will utilize multiple technologies to achieve the course goals. I expect you to use technology in ways that enhance the learning environment for all students.

Feedback and Viewing Grades
I will provide timely meaningful feedback on all your work via our course site in NYU Brightspace. You can access your grades on the course site Gradebook.

Attendance
I expect you to attend all class sessions. Attendance will be taken into consideration when determining your final grade.

Refer to the SPS Policies and Procedures page for additional information about attendance.

Textbooks and Course Materials

- Knowledge Management: An Interdisciplinary Approach for Business Decisions 1st Edition (2020), Shaofeng Liu, **ISBN-13:** 978-0749494834, **ISBN-10:** 0749494832
- Course Packet
- Link to online textbooks (if available) and open education resources

Grading | Assessment
Your grade in this course is based on your performance on multiple activities and assignments. Since all graded assignments are related directly to course objectives and learning outcomes, failure to complete any assignment will result in an unsatisfactory course grade. All written assignments are to be completed using APA format and must be typed and double-spaced. Grammar, punctuation, and spelling will be considered in grading. Please carefully proof-read your written assignments before submitting them for a grade. I will update the grades on the course site each time a grading session has been completed— typically three (3) days following the completion of an activity.

DESCRIPTION	PERCENTAGE
Case Studies	15%
Participation	10%
Midterm Paper	25%
Final Project	50%
TOTAL POSSIBLE	100%

See the "Grades" section of Academic Policies for the complete grading policy, including the letter grade conversion, and the criteria for a grade of incomplete, taking a course on a pass/fail basis, and withdrawing from a course.

Course Outline

Start/End Dates: 01/24/2024 - 05/01/2024/ Wednesday
Time: 07:00pm -- 09:35pm
No Class Date(s): Wednesday, 03/20/2024
Special Notes: Spring Break 03/18/24 - 03/24/24

Session 1, 01/24/24 - Introducing Knowledge Management
OVERVIEW
- Class Requirements
- What is Knowledge Management
- Forces Driving Knowledge Management
- Knowledge Management Systems
- Issues in Knowledge Management

ASSIGNMENTS
- Final Group Project Introductions

READING:
- Liu Chapter 1
- How KM Processes can create and capture value for firms

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening Case Study: Accessing Organizational Knowledge
- Closing Case Study: Knowledge at the Case Study Organization (CSO)

Session 2, 01/31/24 - The Nature of Knowledge
OVERVIEW:
- What Is Knowledge?
- Alternative Views of Knowledge
- Different Types of Knowledge
- Locations of Knowledge

ASSIGNMENTS:
- All group members should schedule a meeting prior to the February 5th class to discuss their roles in the final project.

READINGS:
- Liu Chapter 2
- The changing nature of knowledge - KMWorld Magazine (2012) **http://www.kmworld.com/Articles/Editorial/Features/The-changing-nature-of-knowledge-80087.aspx**

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: Accenture's best practice knowledge management system
- Closing case study: Knowledge management at the CSO

Session 3, 02/07/24 - Km Foundations: Infrastructure, Mechanisms, & Technologies
Overview:
- Knowledge Management
- Knowledge Management Solutions and Foundations
- Knowledge Management Infrastructure
- Knowledge Management Mechanisms
- Knowledge Management Technologies
- Management of Knowledge Management Foundations
  (Infrastructure, Mechanisms, and Technologies)

ASSIGNMENTS:
- Complete Case Study 1

READINGS:
- Liu Chapter 3
- A new life cycle model for processing of knowledge

CASE STUDY FOR IN-CLASS DISCUSSION:
- Opening case study: The US department of the Navy
- Closing case study: Evaluating knowledge management at the CSO

Session 4, 02/14/24 - Organizational Impacts of Knowledge Management
OVERVIEW:
- Impact on People
- Impact on Processes
- Impact on Products
- Impact on Organizational Performance

ASSIGNMENTS: No assignment due

READINGS:
- Liu Chapter 4
- Linking knowledge management, organizational learning and memory

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: Winning the winnable consulting assignment

- Closing case study: Knowledge usage at the CSO

Session 5, 02/21/24 - Knowledge Application Systems: Systems that Utilize Knowledge
OVERVIEW:
- Technologies for Applying Knowledge
- Developing Knowledge Application Systems
- Types of Knowledge Application Systems
- Limitations of Knowledge Application Systems

ASSIGNMENTS: Due for Session
- Complete Case Study 2

READINGS: Due for session
- Liu Chapter 5
- The linkage between knowledge risk management and organizational performance

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: Starbucks' strategy
- Closing case study: Knowledge strategy at the CSO

Session 6, 02/28/24 - Knowledge Capture Systems: Systems that Preserve and Formalize Knowledge

OVERVIEW:
- What Are Knowledge Capture Systems?
- Knowledge Management Mechanisms to Capture Tacit Knowledge: Using Organization Stories
- Techniques for Organizing and Using Stories in the Organization
- Designing the Knowledge Capture System
- Barriers to the Use of Knowledge Capture Systems

ASSIGNMENTS: Due for session
- No Assignment Due

READINGS: Due for Session
- Liu Chapter 6

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: A toxic organization culture

- Closing case study: Knowledge sharing at the CSO

Session 7, 03/06/24 - Knowledge Sharing Systems: Systems that Organize and Distribute Knowledge

OVERVIEW:

- What Are Knowledge Sharing Systems?
- The Computer as a Medium for Sharing Knowledge
- Designing The Knowledge Sharing System
- Barriers to The Use of Knowledge Sharing Systems
- Specific Types of Knowledge Sharing Systems
- Shortcomings of Knowledge Sharing Systems
- Knowledge Management Systems that Share Tacit Knowledge

ASSIGNMENTS:

- Mid-Term Paper Due

READINGS:

- Liu Chapter 7
- Community of Practice Guide
- Startup Guide to COP
- Knowledge management practices in universities

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace

- Opening case study: The knowledge of academic staff at universities
- Closing case study: Knowledge accounts at CSO

Session 8, 03/13/24 - Knowledge Discovery Systems: Systems that Create Knowledge
OVERVIEW:

- Mechanisms to Discover Knowledge: Using Socialization to Create New Tacit Knowledge
- Technologies to Discover Knowledge: Using Data Mining to Create New Explicit Knowledge
- Designing the Knowledge Discovery System
- Discovering Knowledge on the Web
- Data Mining and Customer Relationship Management 219
- Barriers to the Use of Knowledge Discovery Systems

ASSIGNMENTS: Due for Session

- Complete Case Study 3

READINGS: Due for the session
- Liu Chapter 8
- Knowledge, Networks, and Knowledge Networks
- Understanding Knowledge Networks

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: The man on the moon
- Closing case study: Managing knowledge loss at the CSO

MID TERM BREAK 3/18/2024 – 3/24/2024

Session 9, 03/27/24 - Emergent Knowledge Management
OVERVIEW:
- Linking knowledge management and ICT
- Internet of Things and knowledge management
- Big data analytics and knowledge management
- Social Networking
- Wikis and Blogs
- Open Source Development
- Virtual Worlds
- The Three Worlds of Information Technology: Does IT Really Matter?

ASSIGNMENTS: No assignment due

READINGS: Due for session
- Liu Chapter 9
- Big Data and KM
- A unified knowledge management system for data-centric Internet of Things application systems

CASE STUDY FOR IN-CLASS DISCUSSION:
- Opening case study: Saudi Arabia's experts
- Closing case study: Knowledge productivity at the CSO

Session 10, 04/03/24 - Factors Influencing Knowledge Management
OVERVIEW:
- A Contingency View of Knowledge Management
- The Effects of Task Characteristics
- The Effects of Knowledge Characteristics

- The Effects of Organizational and Environmental Characteristics
- Identification of Appropriate Knowledge Management Solutions

ASSIGNMENTS: Due for Session
No Assignment Due

READINGS: Due for session
- Liu Chapter 10

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: Acer
- Closing case study: Cap Gemini and Ernst & Young

Session 11, 04/10/24 - Leadership and Assessment of Knowledge Management

OVERVIEW:
- Leadership of Knowledge Management
- Importance of Knowledge Management Assessment
- Types of Knowledge Management Assessment
- Assessment of Knowledge Management Solutions
- Assessment of Knowledge
- Assessment of Impacts
- Conclusions About Knowledge Management Assessment

ASSIGNMENTS: Due for Session
- Case Study 4

READINGS: Due for session
- Liu Chapter 11

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: The intranet
- Closing case study: Human capital management at the CSO

Session 12, 04/17/24 - Leadership and Assessment of KM
OVERVIEW:
- Importance of Knowledge Management Assessment
- Types of Knowledge Management Assessment
- Assessment of Knowledge Management Solutions
- Assessment of Knowledge
- Assessment of Impacts

- Conclusions About Knowledge Management Assessment

READINGS: Due for session
- Liu Chapter 12
- Opening case study: Acer
- Closing case study: Cap Gemini and Ernst & Young

CASE STUDY FOR IN-CLASS DISCUSSION: Case studies available on Brightspace
- Opening case study: The great people
- Closing case study: Learning organization capacity at the CSO

Session 13, 04/24/24 - The Future of KM
OVERVIEW:

- Using Knowledge Management as a Decision-Making Paradigm to
- Address Wicked Problems
- Promoting Knowledge Sharing While Protecting Intellectual Property
- Involving Internal and External Knowledge Creators
- Addressing Barriers to Knowledge Sharing and Creation

READINGS: Due for session
- Liu Chapter 13

Session 14, 05/01/24 - Class Presentations
OVERVIEW:
- Upload presentations and papers to the Assignment section of NYU Classes
- Group Presentations Due
- Final Group Project Due

NOTES:

The syllabus may be modified to better meet the needs of students and to achieve the learning outcomes.

The School of Professional Studies (SPS) and its faculty celebrate and are committed to inclusion, diversity, belonging, equity, and accessibility (IDBEA), and seek to embody the IDBEA values. The School of Professional Studies (SPS), its faculty, staff, and students are committed to creating a mutually respectful and safe environment (*from the SPS IDBEA Committee*).

New York University School of Professional Studies Policies

1. <u>Policies</u> - You are responsible for reading, understanding, and complying with University Policies and Guidelines, NYU SPS Policies and Procedures, and Student Affairs and Reporting.

2. <u>Learning/Academic Accommodations</u> - New York University is committed to providing equal educational opportunity and participation for students who disclose their dis/ability to the Moses Center for Student Accessibility. If you are interested in applying for academic accommodations, contact the Moses Center as early as possible in the semester. If you already receive accommodations through the Moses Center, request your accommodation letters through the Moses Center Portal as soon as possible (mosescsa@nyu.edu | 212-998-4980).

3. <u>Health and Wellness</u> - To access the University's extensive health and mental health resources, contact the NYU Wellness Exchange. You can call its private hotline (212-443-9999), available 24 hours a day, seven days a week, to reach out to a professional who can help to address day-to-day challenges as well as other health-related concerns.

4. <u>Student Support Resources</u> - There are a range of resources at SPS and NYU to support your learning and professional growth. For a complete list of resources and services available to SPS students, visit the NYU SPS Office of Student Affairs site.

5. <u>Religious Observance</u> - As a nonsectarian, inclusive institution, NYU policy permits members of any religious group to absent themselves from classes without penalty when required for compliance with their religious obligations. Refer to the University Calendar Policy on Religious Holidays for the complete policy.

6. <u>Academic Integrity and Plagiarism</u> - You are expected to be honest and ethical in all academic work. Moreover, you are expected to demonstrate how what you have learned incorporates an understanding of the research and expertise of scholars and other appropriate experts; and thus recognizing others' published work or teachings—whether that of authors, lecturers, or one's peers—is a required practice in all academic projects.

Plagiarism involves borrowing or using information from other sources without proper and full credit. You are subject to disciplinary actions for the following offenses which include but are not limited to cheating, plagiarism, forgery or unauthorized use of documents, and false form of identification

Turnitin, an originality detection service in NYU Brightspace, may be used in this course to check your work for plagiarism.

Read more about academic integrity policies at the NYU School of Professional Studies on the Academic Policies for NYU SPS Students page.

7. <u>Use of Third-Party Tools</u> - During this class, you may be required to use non-NYU apps/platforms/software as a part of course studies, and thus, will be required to agree to the "Terms of Use" (TOU) associated with such apps/platforms/software.

These services may require you to create an account but you can use a pseudonym (which may not identify you to the public community, but which may still identify you by IP address to the company and companies with whom it shares data).

You should carefully read those terms of use regarding the impact on your privacy rights and intellectual property rights. If you have any questions regarding those terms of use or the impact on the class, you are encouraged to ask the instructor prior to the add/drop deadline.