



## The University of Southern Queensland

### Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>. Please consult the web for updates that may occur during the year.

#### Description: Managing Knowledge

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	2008	74859	1, 2008	EXT	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080307

#### STAFFING

Examiner: Gerard Betros  
Moderator: Ronel Erwee

#### OTHER REQUISITES

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>

#### SYNOPSIS

The emerging knowledge economy is the basis for new knowledge-intensive industries. These industries need effective knowledge management strategies in order to conduct their core business. It is recognised today that tremendous amounts of knowledge are locked up inside organisations. It requires a dedicated effort to harness human capital and manage knowledge in order to ensure that optimal value is added to the knowledge which is available. In the knowledge economy leaders and managers need to understand new forms of best practice for how they manage knowledge and knowledge workers in modern-day organisations. Competitiveness in the knowledge economy will increasingly be driven by the capabilities of organisations to manage knowledge. The main objective of knowledge management is to achieve higher levels of organisational effectiveness, efficiency and competitiveness in emerging knowledge-based markets. This course examines the rise of the knowledge-intensive organisation and its broad relationship to the new demands of the knowledge economy. Key elements of the course consider the nature and purpose of knowledge and knowledge work. These elements are considered together with the roles of knowledge managers and knowledge workers. These connections form the basis for having purposeful knowledge management strategies and systems for developing high performance knowledge organisations. Current and prospective managers and leaders are introduced to essential knowledge management principles. This will help them move toward a more strategic use of knowledge in organisations.

## OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. analyse and critically debate the emerging economic paradigm involving the rising knowledge age and the rise in knowledge industries (Assignment 1, Assignment 2, Examination)
2. analyse, discuss and critique the nature and characteristics of knowledge intensive organizations based on knowledge and knowledge work (Assignment 1, Assignment 2, Examination)
3. apply the principles of knowledge management to knowledge management systems and strategies (Assignment 1, Assignment 2, Examination)
4. analyse relationships between human capital, structural capital and intellectual assets with implications for managing knowledge and knowledge workers (Assignment 1, Assignment 2, Examination)
5. relate the dynamics of knowledge management to conducting core business based on effectiveness, efficiency and competitiveness (Assignment 1, Assignment 2, Examination).

## TOPICS

Description	Weighting (%)
1. The knowledge age and knowledge industries	20.00
2. Exploring knowledge and knowledge work	20.00
3. Applying knowledge in the organization	20.00
4. Developing knowledge-focused human resource management	20.00
5. Developing the high performance knowledge organization	20.00

## TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

This course is normally offered via WebCT and therefore the content will usually be accessible via the WebCT platform. The content comprises introductory material to the course, recommended reference materials, the course content in modules, and selected readings. Under normal circumstances, print material will not be offered in this course.

Newell, S, Robertson, M, Scarbrough, H & Swan, J 2002, *Managing knowledge work*, Palgrave, New York.

Summers, J & Smith, B 2006, *Communication skills handbook: how to succeed in written and oral communication*, 2nd edn, John Wiley & Sons, Milton, Queensland.

## REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Awad, EM & Ghaziri, HM 2004, *Knowledge management*, Pearson/Prentice Hall, Upper Saddle River, New Jersey.

Brooking, A 1998, *Intellectual capital: core asset for the third millennium enterprise*, International Thomson Business Press, London.

Hildreth, P & Kimble, C (eds) 2004, *Knowledge networks: innovation through communities of practice*, Idea Group Publishing, Hershey, Pennsylvania.

Hislop, D 2005, *Knowledge management in organizations: a critical introduction*, Oxford University Press, Oxford, UK.

Huseman, RC & Goodman, JP 1999, *Leading with knowledge: the nature of competition in the 21st century*, SAGE Publications, Thousand Oaks, California.

McKenzie, J & Van Winkelen, C 2004, *Understanding the knowledgeable organization: nurturing knowledge competence*, Thomson, London.

Morey, D, Maybury, M & Thuraishingham, B (eds) 2002, *Knowledge management: classic and contemporary works*, MIT Press, Cambridge, Massachusetts.

Rylatt, A 2003, *Winning the knowledge game*, McGraw-Hill, Sydney, New South Wales.

Sanchez, R (ed) 2003, *Knowledge management and organizational competence*, Oxford University Press, Oxford, UK.

Sullivan, PH 2000, *Value-driven intellectual capital: how to convert intangible corporate assets into market value*, John Wiley & Sons, New York.

Tsoukas, H 2005, *Complex knowledge: studies in organizational epistemology*, Oxford University Press, New York.

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assessments	35.00
Directed Study	75.00
Private Study	55.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1	30.00	30.00	02 May 2008
ASSIGNMENT 2	40.00	40.00	06 Jun 2008
2 HOUR EXAMINATION	30.00	30.00	END S1 (see note 1)

### NOTES

1. The examination is scheduled to be held in the end-of-semester examination period. Students will be advised of the official examination date after the timetable has been finalised.

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
- 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course. The weightings referred to here are not the percentage weightings used to indicate the relative loading on topics described on the first page of this course specification.
- 6 Examination information:  
This is a restricted examination. Candidates are allowed access to specific materials during the examination. The only materials that candidates may use in the restricted examination for this course are: (i) writing and drawing instruments; (ii) translation dictionary - with the examiner's approval, candidates may take an appropriate non-electronic translation dictionary into the examination. This will be subject to perusal and, if it is found to contain annotations or markings that could give the candidate an unfair advantage, it may be removed from the candidate's possession until the appropriate disciplinary action is completed.

- 7 Examination period when Deferred/Supplementary examinations will be held:  
Any deferred or supplementary examinations for this course will be held during the next examination period.
- 8 University Regulations:  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## ASSESSMENT NOTES

- 1 Assignments: (i) Assignments must be uploaded electronically through USQ in the drop-box by 5.00pm Australian Eastern Standard Time (AEST) on the due date. (ii) The examiner will normally only accept assessments that have been typed and submitted on a single file with an appropriate document name. Only under special circumstances designated by the examiner, may assignments be submitted in hard text. Under these circumstances, the following conditions will apply: (a) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the examiner. (b) Students must retain a copy of each item submitted for assessment. This must be produced within 24 hours if required by the examiner. (c) In accordance with university policy, the examiner may grant an extension of the due date of an assignment in extenuating circumstances. (d) The examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (e) The examiner will not accept submission of assignments by facsimile. (f) In the event that a due date for an assignment falls on a local public holiday in their area, such as a show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the examiner's convenience.
- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to questions testing those topics in an examination paper. The examination may test material covered in assignments.
- 3 Assignment format: All submitted assignment work in electronic format must be in WORD version format or Rich Text Format. PDF files will be returned to students unmarked. Assignments are to be saved and labelled thus: Student s Surname, first initial, and the last three digits of the student number. For example, SMITH J\_789 (for John Smith whose student number is 123456789).
- 4 Referencing in assignments: Unless otherwise directed by the examiner, all written and oral assignments submitted by students must conform to Harvard system referencing guidelines laid out in the 'Communication skills handbook: how to succeed in written and oral communication'. Any work not prepared in accordance with these guidelines may be subject to penalty or requirement for resubmission.
- 5 Deferred work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment or to sit for an examination at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. One of the following temporary grades may be awarded: IDS (Incomplete - Deferred Examination); IDM (Incomplete Deferred Make-up); IDB (Incomplete - Both Deferred Examination and Deferred Make-up).

- 6 Students are required to access the MGT2008 intranet mail and discussion boards accessible via USQConnect on a regular basis. This is the official communication centre for this course.
- 7 All students are expected to have access to an IBM or equivalent computer and the Internet. Details of the Faculty of Business minimum requirements can be found at <http://www.usq.edu.au/handbook/current/busgeninfo.html>
- 8 All written assessments are to be lodged electronically via the MGT2008 course Web site in USQConnect. Details on the actual procedure are provided on the electronic Study Desk under the folder - Assignment Submission.
- 9 Students are required to electronically access the study modules for the course via the Study Desk in USQConnect under the folder - Course Modules.