Description: Managing Knowledge

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
<th>Campus</th>
</tr>
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<tr>
<td>MGT</td>
<td>2008</td>
<td>41269</td>
<td>1, 2005</td>
<td>EXT</td>
<td>1.00</td>
<td>Toowoomba</td>
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Academic group: FOBUS
Academic org: FOB003
Student contribution band: 2
ASCED code: 080307

STAFFING
Examiner: Peter Sheen
Moderator: Ben Swanepoel

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
On completion of this course students will be able to:

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

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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</thead>
<tbody>
<tr>
<td>1. The knowledge age and knowledge industries</td>
<td>20.00</td>
</tr>
<tr>
<td>2. Exploring knowledge and knowledge work</td>
<td>20.00</td>
</tr>
<tr>
<td>3. Applying knowledge in the organization</td>
<td>20.00</td>
</tr>
<tr>
<td>4. Developing knowledge-focused human resource management</td>
<td>20.00</td>
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<tr>
<td>5. Developing the high performance knowledge organization</td>
<td>20.00</td>
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</table>

**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).


(revised & updated edition)

**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.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
</tr>
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<tbody>
<tr>
<td>Assessment</td>
<td>35.00</td>
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<tr>
<td>Directed Study</td>
<td>75.00</td>
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<tr>
<td>Private Study</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tbody>
<tr>
<td>ASSIGNMENT 1</td>
<td>25.00</td>
<td>25.00</td>
<td>29 Apr 2005</td>
</tr>
<tr>
<td>ASSIGNMENT 2</td>
<td>30.00</td>
<td>30.00</td>
<td>03 Jun 2005</td>
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<td>3 HOUR EXAMINATION</td>
<td>45.00</td>
<td>45.00</td>
<td>END S1 (see note 1)</td>
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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 it is a requirement of your student visa that you 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 complete each assignment satisfactorily, students must obtain at least 50% of the available weighted assessment marks in each case. To complete the examination satisfactorily, students must obtain at least 50% of the available weighted assessment marks for the examination.

3. Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval then a penalty of 20% of the total marks gained by the student for the assignment will apply for each working day late.

4. Requirements for student to be awarded a passing grade in the course:
   In order to pass the course, students must achieve at least 40% of the weighted assessment marks in each of the two assignments and they must achieve at least 50% of the total combined weighted marks for the whole of the assignment components; also, students must pass the examination component at 50% of the weighted marks for the end-of-semester examination.

5. Method used to combine assessment results to attain final grade:
   The final grades for students will be determined on the basis of the weighted aggregate of 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 Academic Misconduct for further information and to avoid actions which might contravene University Regulations. These regulations can be found at the URL: http://www.usq.edu.au/SECARIAT/calendar/Part5/. Students should also read the Faculty of Business 'Guide to Policies and Procedures of the Faculty' which can be found at the URL: http://www.usq.edu.au/handbook/current/buspolproc.html.

ASSESSMENT NOTES

1 Assignments: (i) 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. (ii) Students must retain a copy of each item submitted for assessment. This must be produced within five days if required by the examiner. (iii) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. Students may apply for an extension through the DEC before the due date or by including an application with the submitted assignment after the due date. Such applications should be in writing and include supporting documentary evidence. The authority for granting extensions rests with the relevant examiner. (iv) The examiner will normally only accept assessments that have been written, typed or printed on paper-based media. (v) The examiner will not accept submission of assignments by facsimile. (vi) Students who do not have regular access to postal services or who are otherwise disadvantaged by these regulations may be given special consideration. They should contact the examiner to negotiate such special arrangements. (vii) 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 Referencing in Assignments: Unless otherwise directed by the examiner, all written and oral assignments submitted by students must conform to the 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.
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).