**Description: Knowledge Management**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
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<tr>
<td>CIS</td>
<td>8017</td>
<td>66174</td>
<td>2, 2007</td>
<td>ONC</td>
<td>1.00</td>
<td>Toowoomba</td>
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**Academic group:** FOBUS

**Academic org:** FOB005

**Student contribution band:** 2

**ASCED code:** 020399

**STAFFING**

Examiner: Charmaine Ryan

Moderator: Debbie Crabb

**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 climate of rapid technological change that characterises modern society and the desire for increased efficiency and effective decision making in today’s business have resulted in many organisations beginning to understand that the knowledge of their employees is their most valuable asset. In recent times, innovative organisations are endeavouring to actively manage how organisational knowledge can be used more effectively on a day to day basis. Research reveals that knowledge will be the modern corporation's most valuable resource in the future. It is therefore crucial that tertiary courses provide the postgraduate student with the skills to understand and manage organisational knowledge. This course enables students to gain an understanding of Knowledge Management (KM) concepts and their practical application. Using an information management viewpoint, students examine concepts of KM from perspectives including decision support, document management, and organisational and management theory. The course explores explicit and tacit knowledge, and techniques for modelling knowledge for use in decision-making processes. Topics include: definitions and characteristics of KM; knowledge versus data and information; decision support and KM; workflow approaches to KM; developing knowledge systems: evaluation of the knowledge requirements of organisations; knowledge elicitation techniques; techniques for validation of knowledge; strategies for applying KM 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. comprehend and explain the role of knowledge management in organisations (Assignment 1, Assignment 2, Examination)
2. identify sources of organisational knowledge (Assignment 1, Assignment 2, Examination)
3. evaluate methods of knowledge storage and retrieval (Assignment 1, Assignment 2, Examination)
4. identify potential barriers to the effective management of knowledge (Assignment 1, Assignment 2, Examination)
5. comprehend and explain the role of people in knowledge management (Assignment 1, Assignment 2, Examination)
6. comprehend and explain information technology's role in knowledge management (Assignment 1, Assignment 2, Examination)
7. analyse and evaluate current models of knowledge management (Assignment 2, Examination)
8. comprehend relevant legislative requirements and industry standards (Assignment 2, Examination)
9. evaluate and apply strategies to move a traditional organisation to a knowledge-enabled organisation (Assignment 2, Examination)
10. evaluate an organisation to establish the effectiveness of its knowledge management (Assignment 2, Examination)
11. select and apply various computer-based knowledge management tools and techniques to introduce and support knowledge management in an organisation (Assignment 2, Examination).

**TOPICS**

<table>
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<th>Description</th>
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<tr>
<td>1. Overview of knowledge management and the knowledge management road map</td>
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<tr>
<td>2. Components of knowledge and the knowledge market</td>
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<tr>
<td>3. The knowledge generation</td>
<td>10.00</td>
</tr>
<tr>
<td>4. Knowledge codification and coordination and the knowledge platform</td>
<td>10.00</td>
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<td>5. Aligning knowledge management and business strategy</td>
<td>10.00</td>
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<td>6. The knowledge management platform</td>
<td>10.00</td>
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<tr>
<td>7. Knowledge audit, assets and team</td>
<td>10.00</td>
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<td>8. Knowledge management system development</td>
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<tr>
<td>9. Knowledge management prototyping and deployment</td>
<td>7.50</td>
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<tr>
<td>10. Knowledge management leadership and rewards</td>
<td>7.50</td>
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<tr>
<td>11. Knowledge management evaluation</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).

USQConnect Discussion List for updates, emphasis, and contribution to course discussion.
CIS8017 study package available from the USQ Bookshop.
Davenport, TH & Prusak, L 2000, Working knowledge: how organizations manage what they
Summers, J & Smith, B 2006, Communication skills handbook: how to succeed in written and
oral communication, 2nd edn, John Wiley & Sons, Milton, Queensland.
Tiwana, A 2002, The knowledge management toolkit: orchestrating IT strategy and knowledge

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, H 2004, Knowledge management, Prentice Hall, Upper Saddle River, New
Jersey.
Bukowitz, WR & Williams, RL 2000, The knowledge management fieldbook, Financial
Times/Prentice Hall, Upper Saddle River, New Jersey.
Davenport, TH & Prusak, L 1997, Information ecology: mastering the information and knowledge
environment, Oxford University Press, New York.
Easterby-Smith, M & Lyles, MA (eds.) 2005, The Blackwell handbook of organizational learning
and knowledge management, Blackwell Publishing, Oxford, UK.
Giannetto, K & Wheeler, A 2000, Knowledge management toolkit: a resource for creating policy
and strategy, with political guidance for managing knowledge at all levels within the organization,
Gower Publishing Limited, Burlington, Vermont.
Hislop, D 2005, Knowledge management in organizations: a critical introduction, Oxford University
Press, Oxford, UK.
Liebowitz, J 2006, What they didn't tell you about knowledge management, Rowman & Littlefield,
Lanham, Maryland.
Malhotra, Y (ed) 2000, Knowledge management and virtual organizations, Idea Group Publishing,
Hershey, Pennsylvania.
Rao, M (ed) 2004, Knowledge management tools and techniques: practitioners and experts evaluate
Sinclair, N 2006, Stealth KM: winning knowledge management strategies for the public sector,
Butterworth-Heinemann, Amsterdam, Netherlands.
Stankosky, M (ed) 2005, Creating the discipline of knowledge management: the latest in university
research, Elsevier Butterworth Heinemann, Boston, Massachusetts.
Takeuchi, H & Nonaka, I 2004, Hitotsubashi on knowledge management, John Wiley & Sons,
Singapore.


**STUDENT WORKLOAD REQUIREMENTS**

<table>
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<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
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**ASSESSMENT DETAILS**

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<th>Description</th>
<th>Marks out of</th>
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<tbody>
<tr>
<td>A1 CASE STUDY 1 (GROUP)</td>
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<td>20.00</td>
<td>20 Aug 2007</td>
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<td>A2 CASE STUDY 2 (GROUP)</td>
<td>30.00</td>
<td>30.00</td>
<td>08 Oct 2007</td>
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<tr>
<td>2 HOUR EXAMINATION</td>
<td>50.00</td>
<td>50.00</td>
<td>END S2 (see note 1)</td>
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</table>

**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:**
   It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and 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.

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 examination for this course are (i) Writing materials: non-electronic and free from material which could give the student an unfair advantage in the examination; (ii) Translation dictionaries: 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) The due date for an assignment is the date by which a student must electronically submit the assignment via the assignment drop box located on the USQ Study Desk for this course. It is the responsibility of the student to confirm successful submission of assignments. The onus is on the student to provide proof of submission, if requested by the examiner. (ii) Students must retain a copy of the file submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. If students wish to claim extenuating circumstances, the student must apply via email to the examiner stating the extenuating circumstances PRIOR to the relevant due date. The examiner shall consider the statement and decide on the outcome. If granted an extension, the student shall provide, via post, validated documentary evidence confirming the extenuating circumstances outlined in their email and a copy of the extension approval emailed by the examiner. No extension will be granted if an extension is applied for after the due date of the assignment, for example, a request for an extension included with the late assignment will not be granted. (iv) Students must use their student number and family name as the file name for the assignment and ensure that the document is adequately named for identification purposes. (v) The examiner will not accept submission of assignments by post, facsimile, or email. (vi) 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 at 12 noon the next day. Students are to note on the first page of the assignment the location and 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.

3 Guidelines for 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.

4 Make-up work: Students who have undertaken all of the required assessments in a course but who have failed to meet some of the specified objectives of a course within the normally prescribed time may be awarded the temporary grade: IM (Incomplete - Make up). An IM grade will only be awarded when, in the opinion of the examiner, a student will be able to achieve the remaining objectives of the course after a period of non-directed personal study.

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).

OTHER REQUIREMENTS

1 Learning resources: Prescribed texts and materials (see above); recommended reference materials (see above); printed Introductory Book* and Study Book/s*; and course Website accessible via USQConnect. *part of the study package available from the USQ Bookshop

2 E-mail and Internet access: Students will require access to e-mail and Internet access to USQConnect for this course.