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VICTORIA UNIVERSITY OF WELLINGTON  
*Te Whare Wānanga o te Ūpoko o te Ika a Māui*



VICTORIA  
MANAGEMENT SCHOOL  
*Te Kura Whakahaere*

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MGMT311

KNOWLEDGE MANAGEMENT

Second Trimester 2005  
Course Outline

**Coordinator and Lecturer**

Sally Riad  
Room: Rutherford House 909  
Tel: 463 5079  
Email: sally.riad@vuw.ac.nz

Office hours: Mondays 1:30-2:30 pm in RH909  
or by appointment

**Administration Assistant**

Tricia Lapham  
Room: Rutherford House 919  
Tel: 463 5381  
Email: tricia.lapham@vuw.ac.nz

**Tutor Coordinator**

Deborah Kelly  
Room: Rutherford House 120  
Tel: 463 6968  
Email: deborah.kelly@vuw.ac.nz

**Time and Location**

*Lectures* Mondays 10:30-12.20 in RH LT2  
*Workshops* Thursdays 12:40-13:30 in GB LT2  
*Tutorials* 1 hour per week starting week of 11 July, total 10 tutorials, see below

**Tutorial Allocation and Timetable**

Tutorial groups will be arranged starting on the day of the first lecture: **Students can begin to sign up on Monday 4<sup>th</sup> July and sign-up will end at 4pm Thursday 7<sup>th</sup> July.**

*Please note the following with regards to tutorials:*

- Tutorials run on Tuesdays and Wednesdays and start on the 12<sup>th</sup> and 13<sup>th</sup> of July – i.e. the second week of term.
- Tutorials will be held in the Railway building.
- There is a maximum of 15 students per tutorial class.
- Confirmation of your tutorial group will be posted on the MGMT 311 Blackboard site and on the Management Notice Board on the mezzanine floor of Rutherford House by **6pm Friday 8<sup>th</sup> July**.
- If you have any serious problems about the allocations, please contact the course coordinator.

## **OBJECTIVES**

The course aims at enabling participants to:

- Develop an understanding of the theories on knowledge management;
- Gain knowledge of current thought and contemporary debates on the topics of knowledge productivity, strategic capability and organizational learning;
- Gain experience with using some of the tools and techniques of knowledge management

Tutorial and assignments in the course are designed so that students would both review knowledge management topics and apply some knowledge management approaches to organizations.

## **CONTENT**

The course draws on the literature discussing knowledge management with an emphasis on strategic capability, dialogue and learning. The purpose is to explore the discussions and practice of knowledge management and to develop the ability to think critically about these. For detailed content of the sessions, refer to the table on the following page.

## **TEXT AND READINGS**

The text for the course is available from the bookshop and is titled:

Garvey, B. & Williamson, B. (2002) *Beyond Knowledge Management*. Essex, UK: Pearson.

Further, a set of additional readings to complement the book will be distributed during the first lecture. A list of those readings has been included with the session outline on the following page.

Material for the workshops and tutorials will be issued as the course proceeds.

## CONTENT AND READINGS OUTLINE

	Week	Lecture	Readings
1	4 July	<i>Introduction</i>	Book - Introduction Voss, P. & Davidson, C. (2002) "Knowledge Management 101." Chapter in <i>Knowledge Management</i> , Auckland, NZ: Tandem Press.
2	11 July	The Knowledge Economy	Book – Chapter 1 – The Knowledge Economy Burton-Jones, A. (1999) "The rise of the knowledge capital" Chapter in <i>Knowledge Capitalism</i> , Oxford: Oxford University Press.
3	18 July	Strategy and Knowledge Management	Book – Chapter 2 – Strategy, capabilities, knowledge productivity and the corporate curriculum Wah, L. (1999) "Behind the buzz." <i>Management Review</i> , April. Burton-Jones, A. (2002) "Daunting paradox." <i>Across the Board</i> , May/June.
4	25 July	Strategy and Knowledge Management (cont.)	Book – Critique of Part 1 Grant, R. (2002) "The knowledge-based view of the firm." In C. Choo and N. Bontis (eds.) <i>The Strategic Management of Intellectual Capital and Organizational Knowledge</i> , New York, NY: Oxford University Press.
5	1 Aug	Organisational expertise	Book – Chapter 3 – The nature of expertise Gamble, P. & Blackwell, J. (2001) "Learning and knowledge." Chapter in <i>Knowledge Management: A State of the Art Guide</i> . London, UK: Kogan Page.
6	8 Aug	Problem solving and learning	Book – Chapter 4 – Solving problems, situated learning and dominant discourse Hodgkinson, M. (1998) "The learning organization and emergent strategies." <i>Strategic Change</i> , 7: 421-433.

*Mid Term Break*

7	29 Aug	Knowledge generation	Book – Chapter 5 – Generating new knowledge Argyris, C. (1994) "Good communication that blocks learning." In <i>Harvard Business Review on Organizational Learning</i> . Boston, MA: Harvard Business School Press.
8	5 Sep	Knowledge and creativity	Book – Chapter 6 - Creativity Davenport, T. & Prusak, L. (1998) "Knowledge generation." Chapter in <i>Working Knowledge</i> , Harvard Business School Press.
9	12 Sep	The knowledge environment	Book – Chapter 7 – Environments for learning Sbarcea, K. (2001) "The mystery of knowledge management." <i>Management</i> , November. Figallo, C. & Rhine, N. (2002) "Knowledge, history and the industrial organization." Chapter in <i>Building the Knowledge Management Network</i> . NY: Wiley.
10	19 Sep	Communicating knowledge	Book – Chapter 8 – Communicating knowledge Holden, N. (2002) "Language: management's lost continent." Chapter in <i>Cross-cultural Management: A Knowledge Management Perspective</i> . Essex, UK: Prentice Hall.
11	26 Oct	Knowledge and change	Book – Chapter 9 – Accomplishing change Denning, S. (2001) "The Medusa's stare." Chapter in <i>The Springboard: How Story-telling Ignites Action in Knowledge-Era Organizations</i> . Woburn, MA: Butterworth-Heinemann.
12	3 Oct	Revision for Exam	

## ASSESSMENT

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<b>1. Essay</b>	Due 5 August	20%
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The assignment addresses the question:

*What is knowledge management?*

Following the conventions of essay writing, you will construct your own position on this topic based on a search of the literature. Further details of the essay question will be handed out in class and will be posted on Blackboard.

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<b>2. Designing a knowledge management strategy</b>	Due 23 September	30%
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Working *in pairs and from public sources only*, you will design a knowledge management strategy that would enable an organisation's overall strategy. Each pair will choose a New Zealand organisation to examine. Details of the full report will be handed out in class and will be posted on Blackboard.

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<b>3. Tutorial participation</b>		10%
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Guidelines will be outlined during the first tutorial.

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<b>4. Examination</b>		40%
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### N.B.

- The deadline for assignments is 5pm of the due date.
- Assignments are delivered in the MGMT311 drop-off box number **24** on the Mezzanine Level of Rutherford House.
- Please fill out a copy of the assignment cover sheet at the end of this course outline and attach it to the front of your assignment before handing it in.
- Students will prepare two copies of each assignment and keep a second copy for their own reference and for later use. Students must also keep an electronic copy of their work

### LATE ASSIGNMENTS - PENALTIES

In fairness to students who complete work on time, work submitted after the due date/time would incur penalties for lateness:

- The penalty is 2 of the marks available for the assignment submitted after the due time on the due date for each part day or day late.
- When calculating the late penalty, Saturdays, Sundays and public holidays will be included when counting the number of days that an assignment is late.
- Assignments received more than 7 days after the deadline will not be accepted and the student will fail terms.

- Course outlines provide a signal to students of forthcoming workload, dates of submission, etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses will not be accepted as a reason for dispensation from mandatory requirements or waiver of penalties.
- Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances. The following situations are not considered exceptional: (1) employment, (2) other assignment due around the same time.
- Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work, or for waiver of a penalty, **in advance**, to the Tutorial Coordinator, Deborah Kelly, providing documentary evidence of the reasons of their circumstances. All such applications must be made **before** the deadline and be accompanied by documentary evidence, e.g. a medical certificate or counsellor's report.
- In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) that precludes application in advance, students should make contact with the Tutorial Coordinator as soon as possible, and make application for waiver of a penalty as soon as possible.

### **MANDATORY COURSE REQUIREMENTS (TERMS)**

To fulfil the mandatory requirements for this course, you must:

- a. attend a minimum of **eight** of the ten tutorial classes **and**
- b. submit the two assignments by the due dates **and**
- c. obtain 50% minimum (that is, 20 marks out of 40) in the final examination.

In order to pass the course you must satisfy the mandatory course requirements and obtain at least 50% of the overall course marks available.

### **COMMUNICATION**

Notices, announcements, grade reports and all other items of general interest to course participants will be posted on the **Management Notice Board** located on the mezzanine floor of Rutherford House and on the MGMT 311 Blackboard site.

With respect to individual student questions and concerns, given the large number of students involved in this class, it would be greatly appreciated if you could initially address your questions in tutorial sessions or by contacting your tutor. Tutors will either respond immediately, or seek clarification and then respond. In the event that your concerns are not addressed, then please contact Sally Riad.

### **ADDITIONAL INFORMATION**

Any additional announcements will be made in class, posted on Blackboard and posted on the Management Notice Board on the mezzanine floor of Rutherford House.

After the sessions, material handed out in lectures will be made available through Tricia Lapham, while material handed out in tutorials will be available through your tutor. If you do not attend a session, it is your responsibility to collect such material.

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## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

### Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 5:00 pm during Trimester 2, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Please note:

There will be a Student Administration Adviser, from the RWW office, based in EA005 from Monday 27 June to Friday 1 July (9:00 am to 5:00 pm) and from Monday 4 July to Friday 22 July (11:00 am to 1:00 pm).

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

## **Student Conduct and Staff Conduct**

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at: [www.vuw.ac.nz/policy/StudentConduct](http://www.vuw.ac.nz/policy/StudentConduct).

The policy on Staff Conduct can be found on the VUW website at: [www.vuw.ac.nz/policy/StaffConduct](http://www.vuw.ac.nz/policy/StaffConduct).

## Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website: [www.vuw.ac.nz/policy/AcademicGrievances](http://www.vuw.ac.nz/policy/AcademicGrievances).

## Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

*'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.*

### ***Plagiarism is not worth the risk.***

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct ([www.vuw.ac.nz/policy/studentconduct](http://www.vuw.ac.nz/policy/studentconduct)) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

*Find out more about plagiarism and how to avoid it, on the University's website at:*

[www.vuw.ac.nz/home/studying/plagiarism.html](http://www.vuw.ac.nz/home/studying/plagiarism.html).

## Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.



## **Student Support**

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/) or email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz).

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz).

## **Maori and Pacific Mentoring programme (Manaaki Pihipihinga)**

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: [Maori-Pacific-Mentoring@vuw.ac.nz](mailto:Maori-Pacific-Mentoring@vuw.ac.nz)



## Victoria Management School Assignment Cover Sheet

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Course: \_\_\_\_\_

Lecturer: \_\_\_\_\_

Assignment No: \_\_\_\_\_

Topic: \_\_\_\_\_

Date Due: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

Tutor's Name: \_\_\_\_\_ Tutorial Number \_\_\_\_\_

Tutorial Day: \_\_\_\_\_ Tutorial Time: \_\_\_\_\_

If Assignment is submitted past the due date, Course Coordinator's Signature is required for an extension \_\_\_\_\_

*I have read and understood the university policy on Academic Integrity and Plagiarism. I declare this assignment is free from plagiarism.*

Signed: \_\_\_\_\_

**Please submit to Box 24  
on the mezzanine floor of Rutherford House**



## Victoria Management School Assignment Cover Sheet

Name: \_\_\_\_\_ Student ID: \_\_\_\_\_

Course: \_\_\_\_\_

Lecturer: \_\_\_\_\_

Assignment No: \_\_\_\_\_

Topic: \_\_\_\_\_

Date Due: \_\_\_\_\_ Date Submitted: \_\_\_\_\_

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Tutorial Day: \_\_\_\_\_ Tutorial Time: \_\_\_\_\_

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