

Victoria Management School

MGMT 311 KNOWLEDGE MANAGEMENT

Trimester Two 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Dr Kala S Retna

Room: RH915, Rutherford House

Phone: 463 5066

Email: kala.retna@vuw.ac.nz

LECTURER

Karen Cronin

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ADMIN ADMINISTRATOR

Tricia Lapham

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TUTOR CO-ORDINATOR

Garry Tansley

Room: Rutherford House 120

Tel: 463 6968

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Class Times and Room Numbers

Lecture: Wednesday 12.40 – 2.30 RHLT2

Commencing on 11 July 07 to 10 Oct 07.

Workshop: Monday 10.30 – 11.30 RHLT2

Commencing on 16 July 07 to 1 Oct 07.

Tutorials: Commencing on 23 July 07.

This course has a 3-hour final examination. The examination period will be from 19 October to 10 November 07.

Introduction

The course will examine the theories of knowledge management with an emphasis on strategic capability, dialogue and learning. It will attempt to provide a knowledge base to understand how learning and knowledge are linked to the progress of an organisation. The intent has been to design a course which provides an appropriate introduction to the field of learning and knowledge management and which challenges students to think critically about these in practice.

The focus is on the strategic development, use and integration of theory and practice. Throughout the course, the emphasis is on taking an organisational view of the situation, and providing a critical perspective that relates students' experience, the relevance of learning and knowledge management concepts to actual organisations and creative solutions to organisational learning issues. As such, the course will adopt an approach that blends theory, critical perspectives and application. In particular, it will challenge students to think critically about the changing managerial climate and knowledge economy, strategy, capabilities, knowledge productivity, developing expertise on learning and knowledge-productive change.

Programme and Course-related Learning Objectives

This course will provide students the opportunity:

- to develop oral and written and IT-related communication skills through
 - active participation in class discussion
 - the development and presentation of oral and written reports, using narrative, rhetoric and diagrammatic and other schema as forms of presentation
 - formal and informal classroom debate
 - individual assignments of a written essay and report
- to develop critical and creative thinking skills through
 - exercises and assignments requiring analysis, evaluation, interpretation and synthesis
 - debate and classroom discussion on specific knowledge management issues
- to develop leadership skills through
 - leading group exercises: reporting on a group's activities or ideas to a class.

Overall Course Objectives

The course has several objectives, which include:

- developing an understanding of the theories of knowledge management
- gaining an appreciation of the current thought and contemporary debates on the topics of knowledge productivity, strategic capability and organisational learning
- gaining experience with using some of the tools and techniques of knowledge management.

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of theories of knowledge management relevant to their workplace and practice
- be able to use such theories to describe / critically evaluate /develop / propose knowledge management strategies
- develop an ability to stimulate, identify and connect strategically relevant learning in the workplace
- recognise the importance of critical analysis, learning and communication in creating and sustaining a knowledge productive environment.

Expected Workload

Students can expect the workload to be approximately 10-14 hours per week of student work, including both scheduled contact time (lectures/workshops/tutorials) and outside class.

Tutorial Signup Instructions:

Requirements:

To use this programme you must be enrolled in the course for the tutorial you want to sign up for; and you will need your SCS username and password.

You will only be allowed to enrol in ONE tutorial session. You must always attend the tutorial sessions that you have signed up for. If you attend a different session, your attendance will not be recorded.

Signup

Go to the signup website at: <https://signups.vuw.ac.nz> and enter your SCS username and password to log into the system.

The “Signup Home” page opens. It displays all courses you are enrolled for and that use the new signup system. Click on MGMT 311.

MGMT 311 course page opens. It will show the course contact, brief detail of the signup requirements including last date to enrol, and the schedule of tutorials. A “key” is provided at the bottom of the page that explains all buttons and what they do.

The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial session.

If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.

If there are NO more spaces left in a particular session, you will see the “JOIN WAITLIST” button. You can click this button to join the waitlist for that tutorial session. You will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. An email will be sent to you if you’re enrolled into the session from a waitlist.

You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for one (1) other preferred session.

You can choose to “WITHDRAW” from a session you are already enrolled in as long as you are NOT ON a waitlist. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.

A “FULL” button indicates all places and waitlists are full for that tutorial session. You must choose another.

More details on the various buttons is available in the “Key” section at the bottom of the signup page.

You can only “ENROL” in ONE tutorial session and “JOIN ONE (1) WAITLIST” for other tutorial sessions.

You can login and signup (or change your signup) from 18 June 2007 to 23.59 hrs on 12th July 2007. You will NOT be able to signup or change your choice after the last date – midnight 12th July 2007.

You can view/confirm details of the sessions that you are enrolled and waitlisted for by clicking on “My Signups” on the left hand menu.

Click on “Support” on the left hand menu if you are having problems. This online signup system is available round the clock over the internet. Please make use of it to sign up for MGMT 202 tutorial before midnight, 12 July 2007. Any requests after this date will need to be manually handled by the Tutorial Coordinator and you will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as a medical certificate etc. Please note that the tutorial coordinator will only put you into a particular tutorial session in exceptional circumstances and there is NO GUARANTEE that you will get your requested tutorial time.

Tutorials start on the first week of the course. As there is a maximum of 15 students per tutorial class you are encouraged to sign up early. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard and on the Management notice board on the Mezzanine Floor of Rutherford House by 5pm, Friday, 13 July 2007. If you have any serious problems about the allocations see the tutorial coordinator in RH120.

Individual Assignments

Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments. You will be expected and encouraged to work in groups on in-class cases.

Readings

The *required* textbook is:

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

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

Assessment Requirements

Assignment	Title	Weight	Date
1	One Individual Assignment –An essay	20%	17 Aug 07
2	One Group Assignment - Organisational Analysis	20%	17 Sep 07
3	Tutorial Participation	10%	
4	Final Examination	50%	19 Oct – 10 Nov 07
	TOTAL	100%	

1. Individual Essay

Due Date: 17 Aug 07 Marks: 20%

Length: 2000 words Details of the assignment will be handed out in class.

2. Individual – Organisational Analysis Assignment

Due: 17 Sep 07 Marks: 20%

Length: 2500 words

The objective of this assignment is to encourage you to develop a more in-depth understanding of knowledge management strategy. Using public sources only, you will design a knowledge management strategy that would support the organisation's overall business strategy. Individuals will choose a New Zealand organisation to examine. Details of the report will be handed out in class and will be posted on Blackboard.

3. Tutorial participation (10%)

Guidelines will be outlined during the first tutorial.

4. Examination

Date: 15th- October – 10 November 2007 Marks: 50%

The examination is worth 50% of the total marks available for this course. It is closed book 3-hour examination. Essay style answers are expected. You will be assigned a case and asked to answer three questions about the case that will require you to draw on different theories covered in the course. All book chapters covered during the course are examinable.

Handing in assignments:

Assignments should be delivered in the MGMT 311 drop-off box on the Mezzanine level of Rutherford House. Please fill out a copy of the assignment cover sheet at Annex B and attach it to the front of your assignment before handing it in. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attend a minimum of six of the seven tutorial classes **and**
- b. Submit two individual assignments (essay and report) by the scheduled date and time **and**
- c. Obtain at least 50 per cent (i.e. 25 marks out of 50) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, whether or not the mandatory course requirements have been satisfied. Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Penalties- for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** for an assignment submitted after the due time on the due date **for each part day or day late. Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements.**

- (ii) Course Outlines provide a signal to student 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 and employment will not be accepted as 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**.
- (iii) 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 course co-ordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case. In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the course co-ordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.

Word limits **should be adhered to**, especially so when they provide a guide to limiting the student's coverage of a topic. **The penalty will be 10% of the grade for an assignment which is 10% over the word limit.**

Grading Guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the examination:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

Policy on Remarking:

Every attempt is made to ensure that the marking is consistent and fair to students. Students may ask for their written work to be remarked. A different lecturer will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third lecturer and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form (Annex C) stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment at Reception Level 10. Allow for up to 5 days for remarks to be completed.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Communication

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials. 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 Karen Cronin (Lessons 1-6) and Kala Retna (Lessons 7-12).

Email Contact

Students wishing to contact staff by email should adhere to the following instructions: Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email,

eg MGMT 311_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

Workshop for MGMT 311

Date	Time	Name	Venue
16 Jul	10-11.30 am	Karen Cronin	RH LT 2
23 Jul	10-11.30 am	Karen Cronin	RH LT 2
30 Jul	10-11.30 am	Karen Cronin	RH LT 2
6 Aug	10-11.30 am	Karen Cronin	RH LT 2
13 Aug	10-11.30 am	Karen Cronin	RH LT 2
Mid trimester break			
3 Sep	10-11.30 am	Kala Retna	RH LT 2
10 Sep	10-11.30 am	Kala Retna	RH LT 2
17 Sep	10-11.30 am	Kala Retna	RH LT 2
24 Sep	10-11.30 am	Kala Retna	RH LT 2
1 Oct	10-11.30 am	Kala Retna	RH LT 2

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

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

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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 is available for the following:

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

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

ANNEX A

11 July	Introduction	Course textbook: Garvey and Williamson - Introduction Reading: Voss, P. & Davidson, C. (2002) "Knowledge Management 101." Chapter in <i>Knowledge Management</i> , Auckland, NZ: Tandem Press.
18 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.
25 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.
1 Aug	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.
8 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.
15 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 Trimester Break		
5 Sep	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.
12 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.
19 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.
26 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.
3 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.
10 Oct	Revision	Revision for Examination



Victoria Management School

MGMT311 Individual Assignment Cover Sheet

Name: _____

Student ID: _____

Date Due: _____

Date Submitted: _____

No of Words _____

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

Signed: _____

Extension of the due date (*if applicable*)

Please attach a copy of the note authorising your extension.

Date extension applied for: _____

Extension granted until: _____

Extension granted by: _____



MGMT 311
Request for re-examination of assessed work.

	Assessment affected <i>e.g Easy/Report assignment</i>	
Student ID	Name <i>As it appears in your enrolment</i>	
Contact Details	Phone _____ Email _____	

Specify which section (criteria specified in the mark sheet) you wish to be re-examined

Note: requests to re-examine “all” criteria will not be considered.

Clearly state why you believe each of these sections should be re-examined:

Note: “I think it is worth more,” is insufficient.

In requesting a re-examination of my submitted work, I understand that the result may be an increase OR decrease in the mark obtained.

.....
Signature

.....
Date