

Victoria Management School

**MGMT311 KNOWLEDGE MANAGEMENT**

Trimester Two 2009

**COURSE OUTLINE**

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**COURSE COORDINATOR**

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**ADMINISTRATOR**

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**Undergraduate Programme Manager**

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Teaching Period: Tuesday 14 July to Tuesday 13 October 2009  
End of Year Study Period: Monday 19 October to Monday 26 October 2009  
Examination period: Tuesday 27 October to Saturday 14 November 2009 (inclusive)

Note: Students who enrol in courses with examinations should be able to attend an examination at the University at any time during the formal examination period.

**Withdrawal dates:** Information available via

<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

**Class Times and Room Numbers**

Lectures: Tuesdays 12:40 to 14:30 GBLT2 (commencing on 14 July)  
Tutorials: Wednesdays (commencing on 29 July)  
Workshops: Fridays 12:40 to 13:30 GBLT2 (commencing on 31 July)

See Annex A for further details on scheduling of lectures, tutorials and workshops.

## **Course Content**

MGMT 311 provides an examination of major themes in the strategic management of knowledge, including building and acquiring knowledge as well as transferring and transforming knowledge to enhance the organisation's competitiveness. Issues related to different types of knowledge, where knowledge resides in an organisation, and how it can be managed are addressed. Relationships between knowledge management and learning and innovation are also considered.

An outline and schedule of the topics covered is included in ANNEX A.

## **Course-related Student Learning Objectives**

By the end of the course, students should be able to:

- a. Appraise current thought on knowledge management in the light of contemporary debates on knowledge productivity, strategic capability and organizational learning;
- b. Apply theories of knowledge management relevant to current workplace practice;
- c. Apply the tools and techniques of knowledge management.

All four assessment items are designed to address these learning objectives.

## **Course Delivery**

The course is delivered through lectures, tutorials and workshops. Students are expected to attend and participate in these sessions. Attendance at tutorials is part of the mandatory course requirements (see later) and participation during tutorials is assessed (see assessment).

## **Expected Workload**

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

## **Tutorial Signup Instructions**

Requirements to use the online 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.

Tutorials start on the third week of the course. Placement into a tutorial will be strictly on a first-come-first-served basis. Confirmation of your tutorial group will be posted on Blackboard. If you have any serious problems about the allocations see the Undergraduate Programme Manager as soon as possible.

## 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 the following page.

Material for the tutorials will also be distributed during the first lecture.  
Material for the workshops will be posted on Blackboard.

## Assessment Requirements

|   | <b>Title</b>                                    | <b>Weight</b> | <b>Date</b>        |
|---|---|---------------|--------------------|
| 1 | Individual assignment – Essay                   | 15%           | Mon 17 Aug by 10am |
| 2 | Individual assignment – Organisational Analysis | 25%           | Mon 5 Oct by 10am  |
| 3 | Tutorial Participation                          | 10%           |                    |
| 4 | Final Examination                               | 50%           |                    |
|   | <b>TOTAL</b>                                    | <b>100%</b>   |                    |

### 1. Individual assignment - Essay

Due: Mon 17 Aug by 10am  
Marks: 15%  
Length: 2000 words

Following the conventions of essay writing, you will construct your own position on the 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.

### 2. Individual assignment – Organisational Analysis

Due: Mon 5 Oct by 10am  
Marks: 25%  
Length: 2500 words

Working *from public sources only*, you will choose a New Zealand organization to examine and then design a knowledge management strategy that would enable an organization's overall strategy. Details of the full report will be handed out in class and will be posted on Blackboard.

### 3. Tutorial participation

Guidelines will be outlined during the first tutorial.

The content of the tutorials and respective material will be handed out in booklet form at the start of the course.

#### **4. Examination**

The final examination for this course will be scheduled at some time during the period from Tuesday 27 October to Saturday 14 November 2009.

The examination is worth 50% of the total marks available for this course. It is closed a 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 and readings covered during the course are examinable.

#### **Handing in assignments**

Assignments should be dropped in the **MGMT311 Box #24** on the Mezzanine floor of Rutherford House (Pipitea Campus) in hard copy form by the due time on the due date. All completed assignments must have a cover sheet (ANNEX B).

Assignments received after the due time will be deemed to be **late**, and must be handed to the Administrator for this course in RH912 where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

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 sessions **and**
- b. Submit two individual assignments (essay and organizational analysis) within the allowable timeframe (see Penalties section) below **and**
- c. Obtain at least 40 per cent (i.e. 20 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, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard.

#### **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 (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date for each part day or day late.** (For example, if an assignment is out of 20 and the assignment receives 50%, then one day late means the mark will be out of 18 and the student will receive 50% of 18). **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 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 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 **Undergraduate Programme Manager**, 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 clearly stating the degree of impairment, and the dates the illness or event prevented you from undertaking your academic studies. This can be applied retrospectively.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Undergraduate Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.

### **Grading Guidelines**

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

|       |   |
|-------|---|
| 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 across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor 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 marker 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 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 into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow 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.victoria.ac.nz/library/research/reference/referencingguides.aspx>

### **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.

### **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

MGMT300\_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.

### **Use of Turnitin**

Students may be called upon to submit an electronic copy of their Assignment 1 and/or Assignment 2 for analysis of academic integrity by electronic search engine Turnitin [www.turnitin.com](http://www.turnitin.com)

Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

#### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

#### **General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy/academic.aspx>

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

<http://www.victoria.ac.nz/fca/studenthelp/Contactus.aspx>

#### **Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

## ANNEX A CONTENT AND READINGS OUTLINE

| Week |            | Content   | Readings   |
|------|------------|---|--|
| 1    | Lecture    | 14 July Introduction                            | Book – Introduction<br>Voss, P. & Davidson, C. (2002) “Knowledge Management 101.” Chapter in <i>Knowledge Management</i> , Auckland, NZ: Tandem Press.   |
| 2    | Lecture    | 21 July The knowledge economy                   | Book – Chapter 1 – The Knowledge Economy<br>Burton-Jones, A. (1999) “The rise of the knowledge capital” Chapter in <i>Knowledge Capitalism</i> , Oxford: Oxford University Press.  |
| 3    | Lecture    | 28 July Strategy and knowledge management       | Book – Chapter 2 – Strategy, capabilities, knowledge productivity and the corporate curriculum<br>Wah, L. (1999) “Behind the buzz.” <i>Management Review</i> , April.<br>Burton-Jones, A. (2002) “Daunting paradox.” <i>Across the Board</i> , May/June. |
|      | Tutorial 1 | 29 July   |  |
|      | Workshop 1 | 31 July   |  |
| 4    | Lecture    | 4 Aug Strategy and knowledge management (cont.) | Book – Critique of Part 1<br>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.      |
|      | Tutorial 2 | 5 Aug   |  |
|      | Workshop 2 | 7 Aug   |  |

|   |                     |               |                              |  |
|---|---------------------|---------------|------------------------------|--|
| 5 | Lecture             | 11 Aug        | Organisational expertise     | Book – Chapter 3 – The nature of expertise<br>Gamble, P. & Blackwell, J. (2001) “Learning and knowledge.” Chapter in <i>Knowledge Management: A State of the Art Guide</i> . London, UK: Kogan Page. |
|   | Tutorial 3          | 12 Aug        |                              |  |
|   | Workshop 3          | 14 Aug        |                              |  |
| 6 | <b>Assignment 1</b> | <b>17 Aug</b> |                              |  |
|   | Lecture             | 18 Aug        | Problem solving and learning | Book – Chapter 4 – Solving problems, situated learning and dominant discourse<br>Hodgkinson, M. (1998) “The learning organization and emergent strategies.” <i>Strategic Change</i> , 7: 421-433.    |
|   | Tutorial 4          | 19 Aug        |                              |  |
|   | Workshop 4          | 21 Aug        |                              |  |

**Mid-Trimester Break**

|   |                              |        |                          |  |
|---|------------------------------|--------|--------------------------|--|
| 7 | Lecture                      | 8 Sep  | Knowledge generation     | Book – Chapter 5 – Generating new knowledge<br>Argyris, C. (1994) “Good communication that blocks learning.” In <i>Harvard Business Review on Organizational Learning</i> . Boston, MA: Harvard Business School Press. |
|   | <i>No tutorial this week</i> |        |                          |  |
|   | Workshop 5                   | 11 Sep |                          |  |
| 8 | Lecture                      | 15 Sep | Knowledge and creativity | Book – Chapter 6 - Creativity<br>Davenport, T. & Prusak, L. (1998) “Knowledge generation.” Chapter in <i>Working Knowledge</i> , Harvard Business School Press.  |
|   | Tutorial 5                   | 16 Sep |                          |  |
|   | Workshop 6                   | 18 Sep |                          |  |



|    |                     |              |                           |  |
|----|---------------------|--------------|---------------------------|--|
| 9  | Lecture             | 22 Sep       | The knowledge environment | Book – Chapter 7 – Environments for learning<br>Sbarcea, K. (2001) “The mystery of knowledge management.” <i>Management</i> , November.<br>Figallo, C. & Rhine, N. (2002) “Knowledge, history and the industrial organization.” Chapter in <i>Building the Knowledge Management Network</i> . NY: Wiley. |
|    | Tutorial 6          | 23 Sep       |                           |  |
|    | Workshop 7          | 25 Sep       |                           |  |
| 10 | Lecture             | 29 Sep       | Communicating knowledge   | Book – Chapter 8 – Communicating knowledge<br>Holden, N. (2002) “Language: management’s lost continent.” Chapter in <i>Cross-cultural Management: A Knowledge Management Perspective</i> . Essex, UK: Prentice Hall.   |
|    | Tutorial 7          | 30 Sep       |                           |  |
|    | Workshop 8          | 2 Oct        |                           |  |
| 11 | <b>Assignment 2</b> | <b>5 Oct</b> | Knowledge and change      | Book – Chapter 9 – Accomplishing change<br>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.  |
|    | Lecture             | 6 Oct        |                           |  |
| 12 | Lecture             | 13 Oct       | Revision for exam         |  |

ANNEX B



**Victoria Management School**

**MGMT 311 Individual Assignment Cover Sheet**

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

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

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

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

*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: \_\_\_\_\_