

Victoria Management School

MGMT 311 KNOWLEDGE MANAGEMENT

Trimester Two 2011

COURSE OUTLINE

Names and Contact Details

COURSE COORDINATOR

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PROGRAMME MANAGER

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ADMINISTRATOR

Luisa Acheson

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Trimester Dates

Teaching Period: Monday 11 July – Friday 14 October

Study Period: Monday 17 October – Thursday 20 October

Examination Period: Friday 21 October – Saturday 12 November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before 22 July 2011.
2. The standard last date for withdrawal from this course is Friday 23 September 2011. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' including supporting documentation

The application form is available from either of the Faculty's Student Customer Service Desks.

Class Times and Room Numbers

Lecture Room: Rutherford House LT2

Day: Tuesday

Time: 1.40 – 3.30pm

Tutorial Signup Instructions

Tutorial signup is done through the online programme, 'S-Cube'. You should already have been notified by email about your sign-up to a tutorial:

- Go to the signup website at <https://signups.victoria.ac.nz> and enter your SCS username and password to log into the system.
- Click on MGMT311 and follow the instructions.
- If you have been unable to sign up by the end of the second week of the course please contact the Programme Manager.

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, e.g. 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 Learning Objectives

MGMT311 has three learning objectives. The achievement of these will be evaluated through the course assessments: tutorials, assignment and the final exam. By the end of this 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. Discuss theories of knowledge management relevant to current workplace practice;
- c. Apply the tools and techniques of knowledge management.

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

Course Delivery

The course is delivered through lectures and tutorials. 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

A total of 150 hours of work is expected from students in this course. This consists of 31 hours of classes, approximately eight or nine hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 20 hours revising during the mid-trimester break and study week.

Readings

The *required* textbook for this course is:

Jashapara, A. (2011) *Knowledge Management: An Integrated Approach*. Prentice Hall.

It is essential that all students have this book and bring its respective case to each tutorial.

Assessment Requirements

	Title	Weight	Date
1	Individual Assignment	40%	Friday 12 August by 10am
2	Tutorial Participation	10%	Throughout the course (see Annex A)
3	Final Examination	50%	On or between 21 October and 12 November
	TOTAL	100%	

1. Individual assignment – Analysis and report:

‘Strategic resources, intellectual capital and knowledge management strategy’

Due: Friday 12 August by 10am

Marks: 40%

Length: 3500 words

Working *from public sources only*, you will choose a New Zealand organization to examine for this assignment. Using the concepts covered in Weeks 1-4, you will:

- analyse the organization’s strategic capability, with specific emphasis on strategic resources and intellectual capital
- design a knowledge management strategy that would support the organization’s strategic direction

Details of the full report will be handed out in class and will be posted on Blackboard.

Assignments will be marked according to assessment criteria based on MGMT311’s learning objectives (page 2) and as expressed in the marking sheet (that will also be posted on Blackboard).

2. Tutorial participation (10%)

The cases for the tutorials and respective questions are in the course textbook. Refer to Annex A for details.

Guidelines for tutorial participation will be outlined during the first lecture and will be posted on Blackboard. Further information will be discussed during the lectures and first tutorial. The tutorials are designed to address the three learning objectives for this course.

3. Examination

The examination is closed book and is 3 hours. It is worth 50% of the total marks available for this course. It is closed book 3-hour examination. The exam is based on a case study (or case studies) and essay questions that will require you to draw on different theories and frameworks covered in the course. It addresses all three learning objectives for this course. All textbook chapters covered during the course are examinable.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The final examination for this course will be scheduled at some time during the period from Friday 21 October to Saturday 12 November.

Handing in assignments

Assignments should be placed, in hard copy form, in the **MGMT 311 box (no. 24)** on the mezzanine floor of Rutherford House by the due time on the due date.

All assignments must include an Assignment Cover Sheet (see Annex B) stating your name, the course name, tutor's name, tutorial number and day/time, assignment name and number, a word count and due date. You should also put page numbers on each page.

Students must prepare two copies of each hand-in and keep the second copy for their own reference. 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 that your work was submitted in the rare cases where your work goes astray.

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/research/reference/referencingguides.aspx>).

Quality Assurance

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

Grading Guidelines

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

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
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.

Penalties for Work Submitted Late

- (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. 30% or 30 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 30 and the assignment receives 50% then one day late means the mark will be out of 28 and the student will receive 50% of 28). **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 **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, e.g. 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 **Programme Manager** as soon as possible, and make application for waiver of a penalty as soon as practicable.

- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic and the intended assignment work load. You are strongly advised to adhere to the word limit so as to keep your workload at a manageable level. Any material that is above the word limit may not be taken into account by the marker. Your marker will simply stop at the maximum words for the assignment and you will receive the appropriate 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.

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 (available on Blackboard) 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 the Reception Desk on the 10th floor of Rutherford House, where your assignment will have the time, date and signature noted on the front cover by the person receiving it.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Attending tutorial sessions (only 1 session may be missed without excuse). Tutorials are in weeks 3, 4, 5, 8, 9, 10 & 11.
- b. Handing in the assignment within the time allowed
- c. Obtaining at least 40 per cent of the final examination marks available

Note: Failure to meet mandatory requirements does not prevent a student completing other pieces of assessment, including sitting the final examination.

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

Email Contact

Students wishing to contact staff by email should follow these instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, e.g. MGMT311_Smith_Pauline_3000223344_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email may be classified as Spam and dumped without being read.

Communication of Additional Information

Information on course-related matters will be announced in 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.

Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <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

Find key dates, explanations of grades and other useful information at www.victoria.ac.nz/home/study

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at www.victoria.ac.nz/home/about/policy,

except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx

AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support

http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx

Faculty of Commerce and Administration Offices

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

Te Putahi Atawhai

Maori and Pacific Mentoring Programme

http://www.victoria.ac.nz/st_services/tpa/index.aspx

ANNEX A: CONTENT OUTLINE FOR LECTURES AND TUTORIALS

Week	Lecture	Textbook Reading	Tutorial
1	12 July Introduction to knowledge management	Chapter 1	
2	19 July Core ideas in knowledge management	Chapter 1 (cont.) Chapter 2 (short parts)	
3	26 July Intellectual capital	Chapter 3	Tutorial 1 – Case study: Infosys
4	2 Aug Strategic management perspectives on KM	Chapter 4	Tutorial 2 – Case study: Unilever
5	9 Aug Organisational learning	Chapter 5	Tutorial 3 – Case study: Toyota
6	16 Aug The learning organization	Chapter 6	

BREAK

Week	Lecture	Textbook Reading	Tutorial
7	6 Sep Knowledge management tools	Chapter 7	Tutorial 4 – Case study: Royal Dutch Shell
8	13 Sep Knowledge management systems	Chapter 8	Tutorial 5 – Case study: Tata Consultancy Services
9	20 Sep Enabling knowledge contexts and networks	Chapter 9	Tutorial 6 – Case study: Fluor
10	27 Sep Implementing knowledge management	Chapter 10	Tutorial 7 – Woods Bagot
11	4 Oct Reflections on knowledge management	Epilogue	
12	11 Oct Revision for exam		

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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: _____