

School of Management

## **MGMT 311 KNOWLEDGE MANAGEMENT**

Trimester 2, 2015

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### *Course Coordinator*

##### **Dr Sally Riad**

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##### *Undergraduate Programme Manager*

##### **Garry Tansley**

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##### *Administrator*

##### **Misa Ito**

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#### **Trimester Dates**

Teaching Period: Monday 13<sup>th</sup> July – Friday 16<sup>th</sup> October

Study Period: Monday 19<sup>th</sup> October – Thursday 22<sup>nd</sup> October

Examination Period: Friday 23<sup>rd</sup> October – Saturday 14<sup>th</sup> November (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 24<sup>th</sup> July 2015.
2. The standard last date for withdrawal from this course is Friday 25<sup>th</sup> September 2015. 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'* form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

#### **Class Times and Room Numbers**

Lecture Room: RH LT2

Day: Wednesdays

Time: 12.40pm – 2.30pm

## **Tutorial Signup**

Tutorial signup is done through MyAllocator. You should already have been notified by email about signing up to a tutorial.

## **Course Delivery**

The course is delivered through lectures and tutorials (see Annex A). 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 and Annex C).

## **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 hours per week outside classes during teaching weeks spent reading, studying and writing assignments, and a further 23 hours revising during the mid-trimester break and study week.

## **Prescription**

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 organization's competitiveness. Issues related to different types of knowledge, where knowledge resides in an organization and how it can be managed are addressed. Relationships between knowledge management and learning and innovation are also considered.

## **Course Learning Objectives**

MGMT 311 has three learning objectives. Their achievement will be evaluated through the course assessments: tutorials, assignment and the final exam. By the end of this course, students should be able to:

1. Appraise current thought on knowledge management in the light of contemporary debates on knowledge productivity, strategic capability and organizational learning;  
*This will be assessed in tutorial participation, the assignment and the final exam.*
2. Discuss theories of knowledge management relevant to current workplace practice;  
*This will be assessed in tutorial participation, the assignment and the final exam.*
3. Apply the tools and techniques of knowledge management  
*This will be assessed in tutorial participation, the assignment and the final exam.*

## **Course Content**

Refer to Annex A for information about lectures, readings and tutorials.

## **Readings**

The *required* textbook for this course is:

Jashapara, Ashok. (2011) *Knowledge Management: An Integrated Approach*. 2<sup>nd</sup> Edition, Essex, UK: Prentice Hall.

Students will need this book across all lectures and have to bring its respective case to each tutorial (see Annex A for details).

## Assessment

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.  
In this grade scheme the A+ range is 90-100% and 50-54% is a C-.

	<b>Title</b>	<b>Weight</b>	<b>Date</b>
1	Individual Assignment	40%	Friday 21 August by 10am
2	Tutorial Participation	10%	Throughout the course (see Annex A)
3	Final Examination	50%	On or between 23 October and 14 November
	<b>TOTAL</b>	<b>100%</b>	

### **1. Individual assignment – Analysis and report: ‘Strategic capabilities, intellectual capital and knowledge management strategy’**

Due: 10am Friday 21 August  
Marks: 40%  
Length: 3000 words (excluding references)

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 and assess the organization’s strategic capabilities with specific emphasis on intellectual capital and knowledge-based resources and competencies
- design a knowledge management strategy that would support the organization’s strategic direction

Details of the full report will be posted on Blackboard and discussed in class. 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).

Please read the sections below on *handing in assignments* and *penalties* and read the information on plagiarism available through the link on p. 6.

### **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 are outlined in Annex C.

### **3. Examination**

The exam is closed book, 3 hours and worth 50% of the total marks available for the course.

It addresses all three learning objectives for this course and will require you to draw on different theories and frameworks. 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 following period:

Friday 23<sup>rd</sup> October – Saturday 14<sup>th</sup> November (inclusive)

### **Referencing**

There are many different styles of referencing and the Faculty of Commerce 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.

### **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
- keep an electronic copy of their work archived in case the original assignment goes missing
- keep the marked hard copy of their assignment after it is returned to them until the grades are finalized at the end of the course

Failure to do so could jeopardise claims to your work and/or its grade in the rare cases where your work goes astray.

Late assignments are to be handed in at **Level 10 Reception, RH 1022**, during Reception Desk hours, **9am till 5pm Monday to Friday during term time**. An Administrator or Duty Receptionist will stamp the assignment with the date and time. Late assignments that do not have **the time and date and signed by** the Administrator for the course or Duty Receptionist, will incur late penalties from the time the Administrator receives it. Assignments left on the Reception Counter, or slid under the door of the Reception office will also incur penalties from the time and date they are recovered. Note that there is no provision to accept assignments on weekends or public holidays.

### **Penalties – for Lateness**

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 10% 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). **Closed University days, Saturdays, Sundays and public holidays** will be included when counting the number of days late. An assignment late day begins from the time the assignment is due. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Course Requirements (tbc)**.

- (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.
- (iv) 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.
- (iii) 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.
- (iv) 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.

### **Marking**

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.

For marks: 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.

For grades: If the grade differs by one grade then the highest grade is taken. If the grade differs by more than one grade then the assignment is marked by a third marker and the average grade is taken. Experience from previous years is that almost all remarks are within 10% or one grade.

Occasionally there is a significant shift in the mark or grade. Application for remarks must be made within 14 days after the assignments or marks are made 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. You must provide academic reasons on why you think the mark does not, in your view, fairly reflect the quality of your work. Your assignment will only be reconsidered on the points you raised.

Complete remarks will not be undertaken. 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 a minimum of 5 days for remarks to be completed.

### **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 submitted to Turnitin.

A copy of submitted materials will be retained on behalf of the University for the detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

### **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50 or better, students must:

- a. Attend a minimum of 5 out of the 7 tutorial sessions so that they will have the opportunity to participate in debates on the theory and practice of knowledge management (i.e. only 2 sessions may be missed without documented support). Tutorials are in weeks 3, 4, 5, 7, 8, 9 & 10.
- b. Obtain at least 40 per cent of marks available for the final examination in order to demonstrate the achievement of all three course learning objectives independently of any external assistance.

If you cannot complete an assignment or sit a test or examination, refer to

[www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat](http://www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat)

Any student who is concerned that they have been (or might be) unable to meet any of the mandatory course requirements because of exceptional personal circumstances should contact the course coordinator as soon as possible.

### **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.

### **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.

### **Student feedback**

Student feedback on University courses may be found at

[www.cad.vuw.ac.nz/feedback/feedback\\_display.php](http://www.cad.vuw.ac.nz/feedback/feedback_display.php)

### **Link to general information**

For general information about course-related matters, go to

<http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

### **Note to Students**

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 academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

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**MGMT 311 Knowledge Management**

**ANNEX A: CONTENT OUTLINE FOR LECTURES AND TUTORIALS**

<b>Week</b>	<b>Lecture</b>	<b>Textbook Reading</b>	<b>Tutorial</b>
1	15 July Introduction to knowledge management	Chapter 1	
2	22 July Core ideas in knowledge management	Chapter 1 (cont.) Chapter 2 (short parts)	
3	29 July Intellectual capital	Chapter 3	Tutorial 1 – Case study: Infosys
4	5 Aug Strategic management perspectives on KM	Chapter 4	Tutorial 2 – Case study: Unilever
5	12 Aug Organisational learning	Chapter 5	Tutorial 3 – Case study: Toyota
6	19 Aug The learning organization	Chapter 6	
<b>BREAK</b>			

<b>Week</b>	<b>Lecture</b>	<b>Textbook Reading</b>	<b>Tutorial</b>
7	9 Sep Knowledge management tools	Chapter 7	Tutorial 4 – Case study: Royal Dutch Shell
8	16 Sep Knowledge management systems	Chapter 8	Tutorial 5 – Case study: Tata Consultancy Services
9	23 Sep Enabling knowledge contexts and networks	Chapter 9	Tutorial 6 – Case study: Fluor
10	30 Sep Implementing knowledge management	Chapter 10	Tutorial 7 – Case study: Woods Bagot
11	7 Oct Reflections on knowledge management	Epilogue	
12	14 Oct Revision for exam		



**School of Management**

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

**Tutorial Guidelines****General information**

Worth: 10% of final grade  
Weeks: 3, 4, 5, 7, 8, 9 & 10  
Signing up: Refer to the earlier section on p. 2.

Each tutorial is based on a discussion of a case study that relates to the previous lecture content. The cases for the tutorials and respective questions are in the course textbook. Refer to Annex A of the Course Outline for details. You need to attend a minimum of 5 out of the 7 tutorial sessions (only 2 sessions may be missed without documented support).

**Goals**

The tutorials are designed to address the learning objectives for this course. Accordingly, students are expected to:

- Reflect on knowledge management in light of the lecture topic and case for that week;
- Discuss theories of knowledge management and relevance to practice;
- Apply the tools and techniques of knowledge management

Tutorials both support your learning through this course as well as contribute to assessment of your learning (10%). Assessment is gauged through your participation in tutorial discussions (see below).

**Preparing for your tutorials**

- Attend the lectures and read the respective textbook sections covered
- Read the case
- Prepare your answers to the questions posed at the end of each case
- Think beyond the questions to see if you have other comments or questions on the case based on the topic covered that week.

**Discussing your ideas during the tutorials**

- Be prepared (as above)
- Arrive on time; tutorials run to a tight time schedule, so timeliness is crucial
- Discuss your ideas with the rest of the class within the parameters set by the tutor for that session
- Tutors ensure that each student has the time and opportunity to discuss their ideas in class; if you feel that you require more support in this regard, please discuss this with your tutor
- Support others in the tutorial by ensuring that you allow them as much time and attention as you would expect for yourself.

## Feedback on your performance

Tutors will provide you with mid-term short feedback on your performance. This should affirm your sense of your performance to date or it can serve as a wake-up call that you need to put more effort into your tutorial contribution.

## Assessment

MGMT 311 tutors will be using the following general guide to determine your tutorial participation mark.

### **100% (10/10):**

Frequent and consistent contributions which show an excellent understanding of the case and makes significant reference to the course readings and beyond. Comments demonstrate excellent interweaving of theory and practice.

### **75% (7.5/10):**

Frequent and consistent contributions that show very good understanding of the case and that make reference to the course readings. Comments demonstrate good interweaving of theory and practice.

### **50% (5/10):**

Some contributions to class/group discussion; comments show some general understanding of the case but make little reference to the course readings.

### **25% (2.5/10):**

Sporadic contributions to class/group discussion that make little reference to the course reading or case study.

### **0% (0/10):**

No or minimal contribution to class discussion without reference to course reading or case study.