University of Maryland
College of Information Studies (CLIS)

Knowledge management

Syllabus for
LBSC 715

Thursdays
5:30-8:15 p.m.

Spring 2005

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Office Hours:
Before and after the class
COURSE DESCRIPTION

The goal of the course is to prepare students to become familiar with the current theories, practices, tools and techniques in knowledge management (KM), and to assist students in pursuing a career in the information sector for profit and not for profit organizations. In addition, students will learn to determine the infrastructure requirements to manage the intellectual capital in organizations. Specifically, at the end of the course students will be able to:

• Define KM, learning organizations, intellectual capital and related terminologies in clear terms and understand the role of knowledge management in organizations.

• Demonstrate an understanding of the history, concepts, and the antecedents of management of knowledge and describe several successful knowledge management systems.

• Identify and select tools and techniques of KM for the stages of creation, acquisition, transfer and management of knowledge.

• Analyze and evaluate tangible and intangible knowledge assets and understand current KM issues and initiatives.

• Evaluate the impact of technology including telecommunications, networks, and Internet/intranet role in managing knowledge.

• Identify KM in specific environments: managerial and decision making communities; finance and economic sectors; legal information systems; health information systems
and others.

- Demonstrate an understanding of the importance of intellectual capital to benefit the competitive advantage in organizations.

- Specify application packages in KM and the issues in designing and developing knowledge databases (including intranets and groupware).

- Develop a working knowledge in the area through focused projects.

- Articulate various career options in the field.

**COURSE APPROACH**

The course will be conducted in a seminar style to develop students' analytical abilities in the area of KM and knowledge management systems. The contents of the course is divided into various segments as indicated on the schedule to provide a balanced approach to the field. Each segment will serve as a link to the following segment. Readings will be provided for each segment and students are expected to participate in classroom discussions. Assignments will be given for each segment specified on the attached schedule. Students are encouraged to complete a KM project that includes an oral class presentation and a written report that will be presented and submitted toward the end of the course. If a KM project is not feasible, students are expected to design a KM notebook or conduct a case study as outlined in the syllabus. As with the project, the notebook and case study are to be presented orally to the entire class at the end of the course. Class readings, assignments, lectures, class discussions and student presentations are carefully integrated to provide students a holistic picture to the field of knowledge management.

**CLASS PARTICIPATION**

Class time will be divided into lecture, discussions, and student presentations. Students should have completed required readings and assignments in order to actively participate in the class discussions and to get best results. Students are expected to contribute to class discussions, to ask questions, and to share experiences with other students. Specific percentage points may be subtracted from grades if classes are missed unless for reasons beyond control--(in which case I should be notified prior to the class). In addition, students are expected to make class presentations on specific assignments. The presentations should be used as helpful exercises to build up presentation skills that are absolutely necessary to succeed in the area of knowledge management as KM consultant, KM analyst, or any other similar KM positions. Presentation assignments will be agreed upon well in advance in order for students to develop relevant techniques, such as handouts, overhead slides, video, Power Point, on-line versions, and other computer-assisted presentations.
KNOWLEDGE MANAGEMENT PROJECT/ CASE STUDY/ NOTEBOOK

Students will undertake an individual project or a group project in the area of KM. The project will serve as a practical learning experience in understanding various issues in KM. Students should submit their project proposals at the third class meeting, as per class discussion. Among others, the terms of reference for the project may include the following:

- Title of the project
- Clearly stated objectives
- Deliverables
- Scope and limitations
- Methods of data collection
- Analysis of data
- Summary of key findings
- Specific costs and benefits
- Recommendations
- Implementation of recommendations
- Evaluation

Projects are to be generated through points of contact in the professional community. Students are encouraged to pursue projects suggested by local professionals. Initially, the responsibility of the point of contact is to assist the student, to fill them in on background and context, and to provide entry where appropriate, or to coordinate where appropriate. Then, the responsibility of the student is to accomplish the project by carrying it out through the outlined terms of reference. The student is not to lean on the contact person for any other support, nor to burden him or her. Students are free, indeed encouraged, to provide points of contact in other organizations, either for their own use or for the use of 4 2

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other students. Project guidance, review discussions, midpoint corrections, and related support will be provided by the professor. Students will agree to comply with the confidentiality/disclosure/publication rules of the organization where the KM study is undertaken, and they will submit their findings to the point of contact before submitting the report to the instructor. Naturally, students will delete and keep confidential portion so indicated by the point of contact.

CASE STUDY

If a full-blown project is not feasible at the site for various reasons (such as confidentiality), students are encouraged to produce a case study, writing up of the KM status of an organization. The details of the case study will be agreed upon with student and professor. Case studies are one of the best ways to understand and learn how KM issues can be analyzed to resolve problems in the real world. In many graduate schools case study approach (for example the Harvard Business School) is developed as an important learning tool. In order to facilitate case study methods selected case studies related to knowledge management will be placed on reserve.

NOTEBOOK

If conducting a knowledge management project is not feasible either because of unavailability of a suitable project or because of time considerations and a case study does not seem to be relevant for individual needs, students are encouraged to compile a notebook focusing on a knowledge management theme and formally submit the completed notebook for evaluation. A completed notebook should include:

a. A formally approved central theme and a proposed table of contents

b) Clearly stated objectives
c) Scope and limitations
d) Methodology

a. Beneficiaries for the notebook

f) Conclusions

A user-friendly format and creativity in presentation will be given high priority in evaluating the notebook.
PROJECT/CASE STUDY/NOTEBOOK SCHEDULE

Whether you select a project, case study, or a notebook, you will have to complete a Gantt Chart with schedules, milestones and deliverables to accompany your terms and reference outlined in your proposal. Progress report is due on the 8\textsuperscript{th} class meeting where, if necessary, mid-point adjustments will be made. An oral presentation of the findings and recommendations is due on the 13\textsuperscript{th} meeting. A written report is also due at that meeting (please turn in two copies of the written report, one of which will be put on reserve for all students to view.)

COURSE REQUIREMENTS

Both regular attendance and active participation are expected. All assignments are to be submitted in complete form and on time. Any delay in submission of assignments will affect the grading. Since the course is taught in seminar style, student participation is mandatory. Students will be asked to make oral presentations as required in the course.

GRADING

Grades are based upon the following:

a) Class participation 10 points
b) Assignments and oral presentations 40 points
c) Knowledge Management project 50 points
   ◦ Proposal (properly formatted on agreed terms of reference) 5 points
   ◦ Progress report (mid-term) 10 points
   ◦ Oral presentation (13\textsuperscript{th} class meeting) 15 points

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○ Written report 20 points
Total 100 points

REQUIRED TEXT

(ISBN: 0-87584-655-6)

SUPPLEMENTARY READINGS

Supplementary readings will be recommended at the beginning of each segment from the comprehensive Knowledge Management Bibliography.

LBSC 715: COURSE SCHEDULE
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<th>Class Meeting</th>
<th>Date</th>
<th>Topics</th>
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<td>2</td>
<td>February 03</td>
<td>BACKGROUND AND ISSUES • The Evolution of Knowledge Management • Explicit Knowledge, Tacit Knowledge and the Infrastructure Knowledge Management and Ethics • PROJECT/CASE STUDY/NOTEBOOK SELECTION Davenport: Chapter 3 – The promise and challenge of knowledge markets Koenig and Kanti: Chapter 3 – KM in action: Nine… Chapter 4 – Critical success factors…</td>
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<tr>
<td>CLASS MEETING 3</td>
<td>DATE</td>
<td>TOPICS KNOWLEDGE MANAGEMENT AND THE INFORMATION PROFESSIONAL • Information Services and Productivity • Learning Organizations • Knowledge Markets and Knowledge Managers Davenport: Chapter 3 – Knowledge generation Koenig and Kanti: Chapter 5 – Successfully… Chapter 6 - Knowledge management… Chapter 7 – Why knowledge…</td>
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<td>February 17</td>
<td>KNOWLEDGE MANAGEMENT DOMAINS • Industrial/Manufacturing Sectors • Health and Legal Sectors • Business and Finance Sectors • Not for Profit Sectors • Professional Organizations and Consulting Firms…</td>
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<td>5</td>
<td>February 24</td>
<td>KNOWLEDGE SYSTEMS • Structured vs. Unstructured Knowledge • Information Dynamics Davenport: Chapter 5 – Knowledge transfer Koenig and Kanti: Chapter 13 – Data infrastructure… Chapter 14 – The semantic web.. Chapter 15 – Developing…</td>
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<td>6</td>
<td>March 03</td>
<td>KNOWLEDGE MANAGEMENT TOOLS • Knowledge Representation and Database Design • User Needs Assessment • Repackaging Information Davenport: Chapter 6 - Knowledge roles and skills Koenig and Kanti: Chapter 16 – The knowledge matrix… Chapter 17 – KM &amp; text mining… Chapter 18 – A win-wing situation…</td>
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<td>7</td>
<td>March 10</td>
<td>KNOWLEDGE MANAGEMENT APPLICATION • Information Technology: Intranets • Best Practices • Others Davenport: Chapter 7 – Technologies for knowledge management Koenig and Kanti: Chapter 20 – Three critical… Chapter 21 – Lessons from… Chapter 22 – KM at the U.S…</td>
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<td>8</td>
<td>March 17</td>
<td>PROGRESS REPORT ON PROJECTS/NOTEBOOKS/CASE STUDIES KNOWLEDGE ECOLOGY • Information Policies • Information Architecture • Institutional Information Strategies • User Behaviors and Information Professionals Koenig and Kanti: Chapter 23 – KM at Caterpillar… Chapter 25 – Interpersonal… Chapter 26 – The role of…</td>
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<td>9</td>
<td>March 31</td>
<td>SYSTEMS APPROACH TO KM • Systems Analysis Techniques • Systems Lifecycle • Design &amp; Evaluation of Knowledge Management Systems Davenport: Chapter 9 - The pragmatics of knowledge management Koenig and Kanti: Chapter 27 - Using competitive..</td>
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<td>10</td>
<td>April 07</td>
<td>SYSTEMS APPROACH TO KM • KM Metrics -- Monitoring &amp; Evaluation • Costs and Benefits Koenig and Kanti: Chapter 9 – Knowledge return on… Chapter 10 – Time saved…</td>
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<td>11</td>
<td>April 14</td>
<td>CASE STUDIES • Knowledge Management Projects • Published Works • Project Management Issues Davenport: Chapter 8 - Knowledge management projects in practice Koenig and Kanti: Chapter 30 – Training and…</td>
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<td>12</td>
<td>April 21</td>
<td>KM IN NOT FOR PROFIT SECTORS • Governments • Academic Institutions • Religious Institutions • Others Koenig and Kanti: Chapter 32 – Incentives…</td>
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<td>13</td>
<td>April 28</td>
<td>PRESENTATION OF PROJECTS • Oral Presentation • Submission of Written Projects</td>
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<td>14 15</td>
<td>May 05  May 12</td>
<td>CONCLUSION • Review of All Sessions • The Future of KM • Feedback on Project Reports CAREER OPPORTUNITIES Education and Training KM as a Career Professional Opportunities Course</td>
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<td>Evaluations</td>
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