**In Partnership with Ariel University**

**Knowledge Management Seminar and Practicum**
Summer 2018

## I. INSTRUCTOR INFORMATION

Instructor: Adva Rachel Dinur, Ph.D.
Office Hours: TBA
E-mail: adva.dinur@liu.edu

## II. RESOURCES

**Required books**:

T. H. Davenport & L. Prusak Working Knowledge; Harvard Business School Press; 1998
(We will refer to this book as the WK book)

Knowledge Management: systems and processes / by Irma Becerra-Fernandez and Rajiv
Sabherwal. — Second edition. ISBN: 978-0-7656-3915-8 (hbk) ISBN: 978-1-315-71511-7 (ebk)
(We will refer to this book as the KM book)

Business press (Wall Street Journal, the Economist, Financial Times, Fortune Magazine, or
choose another pending the professor's approval)

Other readings as provided during the semester

## III.    INSTRUCTIONAL DESIGN

**Course Description:**

Knowledge Management (KM) is gaining increasing recognition as one of the most important
practices in business today.  The role of the knowledge executive is diverse and central to the
success of the company; from recognizing where does knowledge reside within the organization,
through ensuring open channels of knowledge sharing, to successfully implementing best
practices throughout the organization.  In this course we will take the role of a CKO (Chief
Knowledge Officer) and learn why KM is so critical and what are the major tools we have to
successfully plan and execute a KM initiative.  Similarly to a CKO, you will need to be
thoroughly prepared to each class and be ready to voice and defend your views as well as listen
and learn from your peers.

We will go over various issues that are essential to the understanding and implementation of KM
in organizations: Learn what knowledge is, how can it be obtained, what processes occur within
and outside the organization where knowledge is exchanged, what technologies exist to help us
manage knowledge, what is the role of a knowledge executive, and more.

Since knowledge resides everywhere in organizations, we will refer to as well as utilize concepts learned in various core courses. This is a high involvement and a writing intensive course, which means you are expected to take an active role in class. You are expected to demonstrate critical thinking and creativity as well as thorough understanding of the situations examined – both in class discussions and in written analyses. We will be open to various points of view, since there is never only one right answer to a business situation. However, any point made would need to be supported using various business tools and fundamental common sense.

The structure of the course will be as follows:
During the first class meeting, class will be divided into teams. Each team will be assigned a local client. We will start the course with a heavy focus on theory, and as the course progresses focus will shift towards applying the concepts we learn, and analyzing them for our clients. Students will visit their client regularly, interview employees and managers, and conduct KM analysis. Every topic we learned in the classroom exists within firms, and groups will come in as consultants to provide an analysis of their client's KM practices and provide them with a recommendation on how to improve upon them. Students will then write a report with their group, and present it to class and to their client.

Clients will be chosen by AU and Prof. Dinur, with final approval required by Prof. Dinur. A typical client will have a minimum of 7 employees, and be open to discuss their knowledge management practices and needs openly with students.

**Prerequisite**: to be determined.

## IV. PROGRAM –LEVEL ASSESSMENT OF LEARNING

*The instructor will select the common objectives or program specific objectives that are connected to the course objectives.*

| Program Learning Objectives | Assessment Vehicles (projects, presentations, online discussions) | Direct Assessment Measures |
|---|---|---|
| 1. Students will be able to read critically, evaluate information, present evidence to support conclusions, and make recommendations in an effective written style. | Situational analysis <br><br> Final Project | Situational analysis rubric <br><br> Final Project rubric |
| 2. Students will be able to communicate effectively and deliver power point or Prezi business presentations. | Situational analysis <br><br> Final Project | Situational analysis rubric <br><br> Final Project rubric |
| 3. Students will demonstrate problem-solving | Situational analysis | Situational analysis rubric |

| | Final Project | Final Project rubric |
|---|---|---|
| capabilities in analyzing business cases. | | |
| 4. Students will be able to support their teamwork through interdependent relationship skills to achieve a common goal, by leading, following, managing conflict, and attending to individual differences in their groups. | Final Project | Final Project rubric<br><br>Progress report rubric |

## V. COURSE-LEVEL ASSESSMENT OF LEARNING

### Course Learning Objectives:

This course emphasizes strategic thinking and the application of decision-making tools in the development of future company direction. Presentation and writing skills are used and are critical for a student's success. Nonetheless, its focus is primarily the technique of gathering information from a given case, analyzing it and formulating a strategy that will lead to the best organizational outcomes.

In addition to the above program-level objectives, course objectives are:

| Learning Objectives (content *and process*) | Assessment Vehicles (*projects, presentations, online discussions*) | Direct Assessment Measures |
|---|---|---|
| 1. Recognize and identify various KM-related topics in current business situations | Situational analysis<br><br>Final Project | Situational analysis rubric<br><br>Final Project rubric |
| 2. Primary qualitative data collection skills | Final project | Final Project rubric |

## VI. GRADING CRITERIA, GUIDELINES, AND ASSIGNMENTS

### STUDENT REQUIREMENTS:

Your course grade is based on a number of factors. Every student is given ample opportunity to maximize his/her grade. The only inhibiting factor to superior student performance is the amount of effort you expend. You will be expected to read, write and speak consciously, carefully and critically. Please give yourself sufficient time to execute your assignments.

## Chapter Reflective Notes:

Each student will write 4-5 reflective notes (only best 4 will be counted). Students can choose chapters that they find more interesting, but not the chapter they will be given to conduct situational analysis on. Each chapter note will be 2-3 pages long. Reflective notes should cover the following topics:

- Outline the main points that the chapter raises
- Explain the case in point in your own words
- Show how the case relates to the chapter
- How does this chapter relate to previous chapters or to what you have learned in other classes?
- Provide your own input: what did you mostly like/dislike about this chapter, and why? What do you consider to be most important and why, and any other observations or comments you would like to include.

## Situation Analysis

You are expected to read business press throughout the course. This is a very important part of your learning process. Looking for and reading about events that demonstrate issues learned in class are some of the best ways to understand the material and internalize it. Only by exposing yourselves to various business situations that illustrate the class material, will you be able to apply this knowledge in your final projects.

For this assignment you will choose one article that in your view illustrates at least two issues learned in class. You will hand in a copy of this article (you could include two articles, but only if they are related) together with an analysis of the situation presented in it. Make sure to illustrate how it relates to the two (or more) issues and what can we learn from it.

You will be given 10-15 minutes to **present your work to the class**. Briefly introduce the situation depicted in the article, provide your analysis of it, and conclude with what you have learned from it. You could use cards to assist you, but do not read to us – give a presentation. You could use PowerPoint or any other presentation tools if you choose to.

## Class Participation:

Due to the unique nature of this class, is imperative that you show up for every class meeting, and be on time. You will be graded for your punctuality, your level of preparation and your contribution.

## Exam

There will be one exam during the semester. It will include several essay questions. The exam will summarize the first part of the course and cover the material we learned before leaving to Israel.

## FINAL PROJECT:

40% of your grade will be dependent on your final project: the progress report (5%), the presentation (20%), and the written report (15%). This is a group project, which will give you an opportunity to experience and build skills in organizational consulting: a lucrative and interesting career option for any business student.

You will physically visit this client organization, interview employees and managers, and will provide a report at the end of the course. Your goal is to use Knowledge Management (KM) tools to identify KM issues and provide recommendation for better KM practices. More guidelines will be given as we progress through the material. You will be evaluated on the following points:

- Have you followed the assignment guidelines?
- Have you adequately used KM tools?
- Have you provided an in-depth analysis of the situation?
- How well do you describe and analyze the situation?
- To what degree are your solutions appropriate to the problems?
- To what degree are your solutions viable and appropriate for this organization?

You will contact and visit the company in order to learn about their knowledge management structure and practices. In class we will go over what is expected of you. Overall, you will answer the following questions:

1. Where does knowledge reside in the company?
2. What types of knowledge are being held, and to what purpose?
3. How is knowledge generated and recorded?
4. What tools does the company use for knowledge management?
5. What types of KM practices are used, and in what ways?
6. Who is responsible for knowledge management?
7. How would you rate the KM performance of this company? Why?
8. What are your recommendations for improvement of KM practices in the company?

For our progress class you will prepare a 3-page progress report, which will be handed in and followed by a 10-minute presentation. You would need to show satisfactory progress, familiarity with your goals and what you have already achieved, and a good sense of how to achieve your goals and finalize the project. By then you need to achieve:

1. Describe the client in detail. Include information you have collected first hand, and from secondary sources (web site, financial reports, familiarity with industry, major competitors, major goals, etc.)
2. Report on your first few visits, what you have learned and how did it go.
3. Report on your major obstacles and how to proceed to overcome those obstacles.
4. Outline your exact goals for the completion of your project, and what future actions will you take. Include an exact timeline.

**Final Project – Presentation**

Each group will present the results of its analysis to the class. You will be given 30 minutes for your presentation. Presentations should be interesting, concise, and in a business format: attire, high tech, executive summary (one page, distributed in class). Your peers will evaluate your presentation to account for 30-40% of your presentation grade.

Hand in a copy of your transparencies to the instructor before the presentation.

**GRADING POLICY**

| | |
|---|---|
| Class participation | 10% |
| Exam | 20% |
| Chapter notes (4 notes, 5% each) | 20% |
| Situational analysis presentation | 10% |
| Final project progress report & presentation | 5% |
| Final project presentation | 20% |
| Final project report | 15% |

## PRELIMINARY CLASS AGENDA
The following schedule may be adjusted throughout the term and additional readings or activities may be assigned.

| Class # | Readings | Due |
|---|---|---|
| 1 | Introduction, Group division<br>WK Ch 1: Understanding knowledge<br>KM Ch 2: The nature of knowledge | Situational analyses assigned<br>Client assigned |
| 2 | WK Ch 2: Knowledge markets<br>KM Ch 3: KM foundations: infrastructure, mechanisms and technologies.<br>WK Ch 3: Generating knowledge | Chapter note 1 |
|  | Field excursion |  |
| 3 | WK Ch 4: Codification and coordination<br>KM Ch 4: KM solutions: Processes and systems | Chapter note 2 |
|  | Group Progress Report Presentations | Group 3-page Progress Report |
| 4 | WK Ch 5: Knowledge transfer<br>KM Ch 8: Knlg sharing systems<br>McDermott 1999 | Chapter note 3 |
|  | Field excursion |  |
| 5 | WK Ch 6: Knowledge roles and skills<br>KM Ch 5: Org impacts of KM | Chapter note 4 |
| 6 | Project workshop 1 |  |
| 7 | Wenger et al Ch 8: Value creation<br>KM Ch 9: Knlg discovery systems WK Ch 8: KM projects in practice<br>KM Ch 11: Factors influencing KM | Chapter note 5 (optional) |
|  | Exam |  |
|  | Field excursion |  |
| 8 | Project workshop 2 | PowerPoint presentations |
| 9 | Presentations | Written Report Due |

Dinur KM Ariel
Summer 2018

# <u>Knowledge Management Seminar and Practicum</u>
## Situation Presentation Rubric

**Name:** _____     **Time:** _____

KM topic 1 _____     1  2  3  4

KM topic 2 _____     1  2  3  4

KM topic 3 (optional) _____     1  2  3  4

| Criteria | 1 (Poor) | 2 (Fair) | 3 (Good) | 4 (Excellent) |
|---|---|---|---|---|
| *Nonverbal Skills* | | | | |
| *Eye Contact* | Does not attempt to look at audience at all, reads notes the entire time | Only focuses attention to one particular part of the class, does not scan audience | Occasionally looks at someone or some groups during presentation | Constantly looks at someone or some groups at all times |
| *Facial Expressions* | Has either a deadpan expression of shows a conflicting expression during entire presentation | Occasionally displays both a deadpan and conflicting expression during presentation | Occasionally demonstrates either a deadpan OR conflicting expression during presentation | Gives audience clues to what the content of speech is about;  Appropriate expression, never notice a deadpan or conflicting expression |
| *Gestures* | No gestures are notices | | | Natural hand gestures are demonstrated |
| *Posture* | Sits during presentation or slumps | | Occasionally slums during presentation | Stands up straight with both feet on the ground. |
| *Vocal Skills* | | | | |
| *Enthusiasm* | Shows absolutely no interest in topic presented | Shows some negativity toward topic presented | Occasionally shows positive feelings about topic | Demonstrates a strong positive feeling about topic during entire presentation |
| *Vocalized Pauses (uh, well uh, um)* | 10 or more are noticed | 6-9 are noticed | 1-5 are noticed | No vocalized pauses noticed |
| *Content* | | | | |
| *Topic Announced* | Audience has no idea what the report is on | | Vaguely tells audience what report is over | Clearly explains what the report is covering |
| *Time frame* | Presentation is less than minimum time | Presentation is more than maximum time | | Presentation falls within required time frame |
| *Visual Aid* | Poor, distracts audience and is hard to read | Adds nothing to presentation | Thoughts articulated clearly, but not engaging | Visual aid enhances presentation, all thoughts articulated and keeps interest |
| *Completeness of Content* | One or more points left out | Majority of points glossed over | Majority of points covered in depth, some points glossed over | Thoroughly explains all points |
| *Professionalism of Presentation* | Mumbles, audience has difficulty hearing, confusing | Thoughts don't flow, not clear, does not engage audience | Thoughts articulated clearly, though does not engage audience | Presentation is organized and the interest level of the audience is maintained |

# Knowledge Management Seminar and Practicum
Final Group Project Rubric

For each element, assess the content of the presentation between 1-5:

| 1 | 2 | 3 | 4 | 5 | |
|---|---|---|---|---|---|
| Non-existent | Poor | Acceptable | Good | Excellent | |

1.  Knowledge Itself      **1  2  3  4  5**

    a.  Types and content

    b.  Knowledge locations

2.  Current technologies      **1  2  3  4  5**

3.  Internal Markets for Knowledge:      **1  2  3  4  5**

    a.  Social and cultural situation

    b.  Identify buyers, brokers, sellers

    c.  Main currencies (price system)

    d.  Knowledge market inefficiencies

4.  Knowledge Generation      **1  2  3  4  5**

5.  Knowledge Codification:      **1  2  3  4  5**

    a.  Codifying mechanisms

    b.  Knowledge map with knowledge roles

    c.  How is tacit knowledge captured and/or embedded?

6.  Knowledge Transfer      **1  2  3  4  5**

7.  Recommendations

    a.  Address previously mentioned problems    **1  2  3  4  5**

    b.  Improve market inefficiencies    **1  2  3  4  5**

    c.  Assessment & improvement of codification    **1  2  3  4  5**

    d.  Identify untapped best practices and/or transfer mechanisms

         **1  2  3  4  5**

    e.  Technology recommendations    **1  2  3  4  5**

8.  Clarify value of implementing changes    **1  2  3  4  5**

## Knowledge Management Seminar and Practicum

## Chapter Reflective Note Rubric

|  | Percentage | Grade | Comments |
|---|---|---|---|
| **Chapter outline** | **35%** |  |  |
| **Case Explanation** | **15%** |  |  |
| **Relate case to chapter** | **30%** |  |  |
| **Relate chapter to previous chapters and discussions** | **10%** |  |  |
| **Own input** | **10%** |  |  |
| **Total Grade** |  |  |  |

## **Knowledge Management Seminar and Practicum**
Progress Report Evaluation Sheet

Group:_____

| Requirements | Presentation | Paper |
|---|---|---|

Satisfactory progress

Familiarity with goals and what was already achieved

A good sense of how to achieve goals and finalize project

1. Describe the client in detail.
    a. Information collected first hand,
    b. Information from secondary sources (web site, financial reports, familiarity with industry, major competitors, major goals, etc.)
2. Report on first few visits, what was learned and how did it go.
3. Report on major obstacles and how to proceed to overcome those obstacles.
4. Outline exact goals for the completion of your project,
    a. What future actions will be taken.
    b. Include an exact timeline.

Comments:

**Special Topics: Knowledge Management Seminar and Practicum**

Student Questionnaire – Summer 2018

Name: _____

Student ID Number: _____  Daytime Telephone Number: _____

E-mail:  _____

Major:  _____

Do You work?_____

Position Held:  _____  Number of Years in Position:  _____

What do you expect from this class?

_____

_____

_____

_____

Group Client:

Group Members:

| 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|----|----|----|----|----|----|----|----|----|----|
| 12 | 13 | 14 | | | | | | | |