City University of Hong Kong
Course Syllabus

offered by College/School/Department of Information Systems
with effect from Semester A 2022 / 2023

Part I   Course Overview

Course Title: Knowledge Management

Course Code: IS6921

Course Duration: One Semester (13 weeks)

Credit Units: 3

Level: P6

**Medium of
Instruction:**   English

**Medium of
Assessment:**   English

**Prerequisites:
(Course Code and
Title)**   Nil

**Precursors:
(Course Code and
Title)**   Nil

**Equivalent Courses:
(Course Code and
Title)**   IS6921M Knowledge Management

**Exclusive Courses:
(Course Code and
Title)**   Nil

Part II   Course Details

1.   **Abstract**

   This course aims to:
   •   Introduce students to the fundamental concepts in the study of knowledge and its management, including the processes of creation, capture, sharing, and application.
   •   Develop students' analytical skills in the evaluation of current trends in knowledge management and their manifestations in business and industry.
   •   Develop students' practical skills in the implementation and management of KM practices across different business domains.

2.   **Course Intended Learning Outcomes (CILOs)**
   (CILOs state what the student is expected to be able to do at the end of the course according to a given standard of performance.)

No.	CILOs	Weighting (if applicable)	Discovery-enriched curriculum related learning outcomes (please tick where appropriate)		
			A1	*A2*	*A3*
1.	Describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages.	20%			
2.	Gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology.	25%			
3.	Critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome.	20%	✓	✓	
4.	Develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations.	20%	✓	✓	✓
5.	Discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future.	15%	✓	✓	
		100%			

   A1:   Attitude
   Develop an attitude of discovery/innovation/creativity, as demonstrated by students possessing a strong sense of curiosity, asking questions actively, challenging assumptions or engaging in inquiry together with teachers.
   A2:   Ability
   Develop the ability/skill needed to discover/innovate/create, as demonstrated by students possessing critical thinking skills to assess ideas, acquiring research skills, synthesizing knowledge across disciplines or applying academic knowledge to self-life problems.
   A3:   *Accomplishments*
   Demonstrate accomplishment of discovery/innovation/creativity through producing /constructing creative works/new artefacts, effective solutions to real-life problems or new processes.

3. Teaching and Learning Activities (TLAs)

(TLAs designed to facilitate students' achievement of the CILOs.)
IS6921 is taught as a 3 hour seminar.
Seminars are designed to contain a mix of "lecture" and "discussion", the latter often supported by case analysis.

TLA	Brief Description	CILO No. 1	2	3	4	5	Hours/week (if applicable)
TLA1. Lecture	Concepts and applications of knowledge management are introduced and explained by the instructor, and students are required to undertake a number of different activities designed to facilitate their learning. These may include such activities as (but not limited to) problem solving, individual review and reflection, small group discussions, and large classroom discussions.	✓	✓	✓			
TLA2. Case Studies	Specific cases of knowledge management practices and applications from real-world organisational contexts are discussed and presented.	✓	✓	✓	✓	✓	
TLA3. Demonstrations	System demonstrations are used to highlight various technologies that can be applied to knowledge management.				✓	✓	
TLA4. Group Project	Developing the hands-on skills for assessing knowledge management practices and designing knowledge management solutions to organisational problem situations.			✓	✓	✓	
TLA5. On-Line Discussion	It is a means of self-reflection and sharing concepts, techniques, and methods of knowledge management among students within or after formal classes.	✓	✓	✓	✓	✓	

4. Assessment Tasks/Activities (ATs)

(ATs are designed to assess how well the students achieve the CILOs.)

Assessment Tasks/Activities	CILO No. 1	2	3	4	5	Weighting *	Remarks
Continuous Assessment: 50%							
AT1. Seminar Exercises and Participation Each seminar consists of exercises, small group discussions, self-reflection, or student presentations to assess students' understanding of the chosen topics and their abilities to apply their skills.	✓	✓	✓	✓	✓	10%	
AT2. KM Assessment Project Phase 1 of a group project, which includes a project report and presentation, will be assigned to help students identify knowledge management scenarios and assess knowledge management practices in a real organization.	✓	✓	✓		✓	20%	
AT3. KM Solution Project Phase 2 of the group project, which includes a project report and presentation, will be allocated to help students propose how to apply knowledge management processes and technologies to support knowledge management problem scenarios as identified in KM the Assessment Project.	✓	✓		✓	✓	20%	
Examination: 50% (duration: one 2-hour exam)							
AT4. Examination A written examination is developed to assess each student's competence level of the taught subjects.	✓	✓	✓	✓	✓	50%	
						100%	

Note: Students must pass BOTH coursework and examination in order to get an overall pass in this course.

5. Assessment Rubrics

(Grading of student achievements is based on student performance in assessment tasks/activities with the following rubrics.)

Applicable to students admitted in Semester A 2022/23 and thereafter

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B)	Marginal (B-, C+, C)	Failure (F)
AT1. Seminar Exercises and Participation	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Basic	Not even reaching marginal levels
AT2. KM Assessment Project	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Basic	Not even reaching marginal levels

AT3. KM Solution Project	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Basic	Not even reaching marginal levels
AT4. Examination	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Basic	Not even reaching marginal levels

Applicable to students admitted before Semester A 2022/23

Assessment Task	Criterion	Excellent (A+, A, A-)	Good (B+, B, B-)	Fair (C+, C, C-)	Marginal (D)	Failure (F)
AT1. Seminar Exercises and Participation	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT2. KM Assessment Project	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Moderate	Basic	Not even reaching marginal levels

AT3. KM Solution Project	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Moderate	Basic	Not even reaching marginal levels
AT4. Examination	Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to critically analyse the role and use of knowledge in organizations and institutions, and identify and evaluate the typical obstacles that KM aims to overcome	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations	High	Significant	Moderate	Basic	Not even reaching marginal levels
	Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future	High	Significant	Moderate	Basic	Not even reaching marginal levels

Part III   Other Information (more details can be provided separately in the teaching plan)

1. **Keyword Syllabus**
   (An indication of the key topics of the course.)

   - The key concepts of knowledge management: the differences between data, information, and knowledge; knowledge management processes; knowledge management strategies; knowledge management infrastructure;
   - Knowledge management assessment: Qualitative KM assessments, Quantitative KM assessments;
   - KM practices/mechanisms and technologies: types of KM practices/mechanisms, technologies supporting knowledge management processes, relationship between type of support and technology

2. **Reading List**
2.1 **Compulsory Readings**
   (Compulsory readings can include books, book chapters, or journal/magazine articles. There are also collections of e-books, e-journals available from the CityU Library.)

1.	Nil
2.	
3.	
…	

2.2 **Additional Readings**
   (Additional references for students to learn to expand their knowledge about the subject.)

1.	Davenport, T.H., Harris, J.G., 2007, Competing on Analytics: The New Science of Winning, Harvard Business School Press.
2.	Saito, A, Umemoto, K., and Ikeda M., 2007, "A strategy-based ontology of knowledge management technologies", Journal of Knowledge Management, 11:1, pp. 97-114.
3.	Stoyko, P. Fang, Y., 2007, Lost & Found: A Smart-Practice Guide to Managing Organizational Memory, Library and Archives Canada Cataloguing in Publication.
4.	Becerra-Fernandez, I., Gonzalez, A., Sabherwal, R., 2004, Knowledge Management: Challenges, Solutions, and Technologies, Pearson Prentice Hall, ISBN: 0-13-101606-7.
5.	Wenger, E. C. and W. M. Snyder, 2000, "Communities of practice: The organizational frontier." Harvard Business Review 78(1): 139.
6.	Hansen, MT., Nohria, N., & Tierney, T., 1999, "What is Your Strategy for Managing Knowledge", Harvard Business Review, 77(2).
7.	Davenport, T.H., Prusak, Laurence, 1998, "Working Knowledge: How Organizations Manage What They Know", Harvard Business School Press.