

# IS6921: KNOWLEDGE MANAGEMENT

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## Effective Term

Semester A 2025/26

## Part I Course Overview

### Course Title

Knowledge Management

### Subject Code

IS - Information Systems

### Course Number

6921

### Academic Unit

Information Systems (IS)

### College/School

College of Business (CB)

### Course Duration

One Semester

### Credit Units

3

### Level

P5, P6 - Postgraduate Degree

### Medium of Instruction

English

### Medium of Assessment

English

### Prerequisites

Nil

### Precursors

Nil

### Equivalent Courses

IS6921M Knowledge Management

### Exclusive Courses

Nil

## Part II Course Details

### 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.

### Course Intended Learning Outcomes (CILOs)

CILOs	Weighting (if app.)	DEC-A1	DEC-A2	DEC-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	x	x	
4 Apply creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations.	20	x	x	x
5 Discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future.	15	x	x	

#### 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 real-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.

### Learning and Teaching Activities (LTAs)

	<b>LTA</b> s	<b>Brief Description</b>	<b>CILO No.</b>	<b>Hours/week (if applicable)</b>
1	LTA1. Lecture	Students will learn the concepts and applications of knowledge, 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.	1, 2, 3	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.
2	LTA2. Case Studies	Students will learn and discuss specific cases of knowledge management practices and applications from real-world organisational contexts.	1, 2, 3, 4, 5	
3	LTA3. Demonstrations	Students will learn various technologies that can be applied to knowledge management through system demonstrations.	4, 5	
4	LTA4. Group Project	Students will develop the hands-on skills for assessing knowledge management practices and designing knowledge management solutions to organisational problem situations.	3, 4, 5	
5	LTA5. On-Line Discussion	Students will conduct an on-line discussion for self-reflection and sharing concepts, techniques, and methods of knowledge management among students within or after formal classes.	1, 2, 3, 4, 5	

### Assessment Tasks / Activities (ATs)

	ATs	CILO No.	Weighting (%)	Remarks ("- for nil entry)	Allow Use of GenAI?
1	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.	1, 2, 3, 4, 5	10	-	Yes
2	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.	1, 2, 3, 5	20	-	Yes

3	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.	1, 2, 4, 5	20	-	Yes
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**Continuous Assessment (%)**

50

**Examination (%)**

50

**Examination Duration (Hours)**

2

**Minimum Continuous Assessment Passing Requirement (%)**

25

**Minimum Examination Passing Requirement (%)**

25

**Additional Information for ATs**

AT4. Examination

- A written examination is developed to assess each student's competence level of the taught subjects.
- Note: Students must pass BOTH coursework and examination in order to get an overall pass in this course.

**Assessment Rubrics (AR)****Assessment Task**

AT1. Seminar Exercises and Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages

**Excellent**

(A+, A, A-) High

**Good**

(B+, B, B-) Significant

**Fair**

(C+, C, C-) Moderate

**Marginal**

(D) Basic

**Failure**

(F) Not even reaching marginal levels

---

**Assessment Task**

AT1. Seminar Exercises and Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

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Ability to gain insights to the core methods, techniques, and tools for knowledge management enabled by information technology

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**Assessment Task**

AT1. Seminar Exercises and Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

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

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**Assessment Task**

AT1. Seminar Exercises and Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Capability to develop creative problem solving skills in planning specific KM implementation and management strategies with reference to the business environment of specific organisations

**Excellent**

(A+, A, A-) High

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**Assessment Task**

AT1. Seminar Exercises and Participation (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Capability to discover how emerging information systems applications can affect knowledge-based organisations and knowledge workers in the future

**Excellent**

(A+, A, A-) High

**Good**

(B+, B, B-) Significant

**Fair**

(C+, C, C-) Moderate

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**Assessment Task**

AT2. KM Assessment Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages

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(A+, A, A-) High

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**Assessment Task**

AT3. KM Solution Project (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

**Criterion**

Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages

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**Assessment Task**

AT4. Examination (for students admitted before Semester A 2022/23 and in Semester A 2024/25 & thereafter)

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Ability to describe and communicate the key concepts of applying knowledge management to enable organisations to achieve sustainable competitive advantages

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## Part III Other Information

**Keyword Syllabus**

- 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

**Reading List****Compulsory Readings**

Title	
1	Nil

**Additional Readings**

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