



GUJARAT TECHNOLOGICAL UNIVERSITY

Master of Business Administration (IEV), 3rd Semester

Subject Class: Elective

Subject Name: Knowledge Management

Subject Code: 1539419

With effective
from academic
year 2021-22

1. Learning Outcomes:

The students will be initially introduced to different types of knowledge, its relationship with data, information and wisdom. There after they will be introduced to different types of Knowledge Management Cycle, Multidisciplinary Nature of KM, KM Mechanisms and Technologies, KM Infrastructure and Knowledge Management solutions.

2. **Course Duration:** The course duration is of **20 sessions of 60 minutes each.**

3. Course Contents:

Module No:	Contents	No. of Sessions	50 Marks (External Evaluation)
I	Introduction to Knowledge Management: <ul style="list-style-type: none">• Overview of Knowledge Management• Data-Information-Knowledge-Wisdom relationship• History and Significance of Knowledge Management• Forces driving KM• Different types of knowledge<ul style="list-style-type: none">○ Procedural / declarative knowledge○ Tacit / explicit knowledge○ General / specific knowledge• Sources / locations / reservoirs of knowledge• The Knowledge Management Cycle:<ul style="list-style-type: none">○ The Zack KM Cycle○ The Bukowitz and Williams KM Cycle○ The McElroy KM Cycle○ The Wiig KM Cycle○ An Integrated KM Cycle• Multidisciplinary Nature of KM• The Concept Analysis Technique• Intellectual Capital versus Physical Assets• Users and knowledge workers• Difficulties in Knowledge Management	10	25
II	Foundations of KM Solutions: <ul style="list-style-type: none">• KM Mechanisms<ul style="list-style-type: none">○ Learning by doing○ On-the-job training○ Learning by observation○ Face-to-face meetings• KM Technologies<ul style="list-style-type: none">○ Artificial intelligence○ Web 2.0• KM Infrastructure<ul style="list-style-type: none">○ Organizational culture<ul style="list-style-type: none">▪ Organizational culture analysis▪ Organizational maturity models○ Organization structure	10	25



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	<ul style="list-style-type: none"> ▪ Hierarchy ▪ Communities of practice ○ IT infrastructure <ul style="list-style-type: none"> ▪ Databases and data warehouses ▪ ERP ▪ Expertise locator systems ○ Common knowledge <ul style="list-style-type: none"> ▪ Cumulative experiences ○ Physical environment <p>Knowledge Management Solutions:</p> <ul style="list-style-type: none"> • KM Processes <ul style="list-style-type: none"> ○ Discovery <ul style="list-style-type: none"> ▪ Combination and socialization ○ Capturing <ul style="list-style-type: none"> ▪ Externalization and internalization ○ Sharing <ul style="list-style-type: none"> ▪ Socialization and exchange ○ Applying <ul style="list-style-type: none"> ▪ Direction and routines 		
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4. Pedagogy:

- ICT enabled Classroom teaching
- Case study
- Practical / live assignment
- Interactive class room discussions

5. Evaluation:

Students shall be evaluated on the following components:

	Internal Evaluation	(Internal Assessment- 30 Marks)
A	• Continuous Evaluation Component	20 marks
	• Class Presence & Participation	5 marks
	• Quiz	5 marks
B	Mid-Semester examination	(Internal Assessment-20 Marks)
C	End –Semester Examination	(External Assessment-50 Marks)

6. Reference Books:

No.	Author	Name of the Book	Publisher	Year of Publication / Edition
1	Irma Becerra-Fernandez, Rajiv Sabherwal	Knowledge Management: Systems and Processes	Routledge	2014 / 2 nd
2	Kimiz Dalkir	Knowledge Management in Theory and Practice	Elsevier Butterworth–Heinemann	3 rd
3	Anu Singh Lather,	Knowledge Management	Macmillan.	Latest Edition



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	Anil K Saini and Sanjay Dhingra,			
4	Awad ME and Ghaziri, M.H.	Knowledge Management	Pearson	2011 / 2 nd
5	Stuart Barnes	Knowledge Management Systems – Theory and Practice,	Cengage	2001 / 1 st
6	Steven A. Cavaleri, Sharon Seivert, L Willis Lee	Knowledge Leadership – The Art and Science of Knowledge based organisation	Butterworth – Heinemann,	Latest Edition
7	Shelda Debowski	Knowledge Management	John Wiley & Sons	Latest Edition
8	Fernandez A.C.	Knowledge Management	Pearson	Latest Edition
9	Firestone Ph.D., Joseph M., Mark W. McElroy	Key Issues in the New Knowledge Management,	Butterworth-Heinemann Title	2003 / 1 st
10	Natarajan G and Shekhar S.	Knowledge Management: Enabling Business,	Tata McGraw Hill.	Latest Edition
11	Sudhir Warriier	Knowledge Management	Vikas	2003 / 1 st

Note: Wherever the standard books are not available for the topic appropriate print and online resources, journals and books published by different authors may be prescribed.

7. List of Journals / Periodicals / Magazines / Newspapers / Web resources, etc.

1. Journal of Knowledge Management, Emerald Publishing
2. The Electronic Journal of Knowledge Management (EJKM)
3. International Journal of Knowledge Management (IJKM)
4. International Journal of Knowledge Management and Practices
5. Knowledge Management Research and Practice
6. The IUP Journal of Knowledge Management