UNIVERSITY of NICOSIA

Course Syllabus

Course Code	Course Title	ECTS Credits
MBAN-737DE	Knowledge Management	7.5
Prerequisites	**Department**	**Semester**
None	School of Business	Fall, Spring, Summer
Type of Course	**Field**	**Language of Instruction**
Elective	Management and MIS	English
Level of Course	**Lecturer(s)**	**Year of Study**
2nd Cycle	Dr. Neophytos Karamanos	1st or 2nd
Mode of Delivery	**Work Placement**	**Corequisites**
Distance Learning	N/A	None

Course Objectives:

The main objectives of the course are to:

- Examine the forces driving the growth of knowledge management today and assess its impact on contemporary organizations
- Demonstrate the various components of knowledge management solutions including processes, mechanisms and technologies
- Analyse the context of an organization and assess the needed knowledge management processes and solutions
- Assess the level of knowledge management utilization and exploitation in an organization
- Demonstrate, discuss and assess a number of real-life examples of knowledge management systems in the areas of knowledge discovery, knowledge capture, knowledge sharing and knowledge application

Learning Outcomes:

After completion of the course students are expected to be able to:

1. **Assess the role of knowledge management in organizations** (students should be able to discuss and explain the key role of knowledge in an organization along with the forces driving its growth today)
2. **Formulate a suitable knowledge strategy to support the overall organization strategy** (using a contingency view of knowledge management and a specific methodology worked in class, the students should be able to derive a prioritized list of the needed knowledge management processes in an organization)
3. **Perform a knowledge management organization assessment** (students should be able

to assess the extent of the current utilization of knowledge management processes and systems in an organization and unveil knowledge management gaps which need to be filled)

4. **Assess the various components of knowledge management systems and propose suitable solutions to satisfy organization needs** (students should be able to discuss the various components of knowledge management solutions such as systems, mechanisms and technologies and propose appropriate solutions in order to meet the needs of an organization. Students should also be able to discuss the challenges that could be faced when implementing knowledge management systems along with ways to overcome them)
5. **Examine how knowledge management solutions can impact organizational performance** (students should be able to analyse and assess the impact of such solutions on employees, processes, products and general organizational performance)
6. **Assess various real life knowledge management systems and applications encountered in organizations** (students should be able to assess a number of real-life systems in the areas of knowledge discovery, knowledge capture, knowledge sharing and knowledge application)

Course Content:

1. **Introducing Knowledge Management:** Motivation for Knowledge Management (KM), forces driving KM, knowledge management systems, data vs. information vs. knowledge.
2. **KM Solutions &**: KM solutions, KM processes, KM mechanisms and technologies, KM Infrastructure.
3. **KM Organization Impacts**: how KM impacts organizations, impact on people, impact on processes, impact on products.
4. **Organizational Assessment and KM Process**: Universalistic vs. contingency view of KM, contingency factors and effect on KM processes, identification of appropriate KM processes and solutions in a specific organizational context.
5. **KM Assessment of an Organization**: KM assessment – establishing the baseline, qualitative vs. quantitative assessment, KM aspects to assess, overall approaches for KM assessment, further recommendations for KM assessment.
6. **Artificial Intelligence & Knowledge-Based Systems**: Knowledge intensive areas within AI, knowledge-based systems concepts, advantages and disadvantages of knowledge-based systems, rules-based systems, case-based reasoning.
7. **Knowledge Elicitation and Sharing**: Manual knowledge elicitation, automated knowledge elicitation, exchanging knowledge – the WWW, keeping knowledge secure, collaborative computing facilities.
8. **Knowledge Discovery - Data Mining**: Introduction to data mining, inductive learning, artificial neural networks, statistical methods.
9. **Knowledge Discovery Systems**: knowledge discovery processes, mechanisms to discover knowledge, data mining techniques and applications, Cross-Industry Standard Process for Data Mining, web data mining, data mining and CRM, barriers to the use of data mining.
10. **Knowledge Capture Systems**: What are knowledge capture systems, using stories for capturing organization knowledge, concept maps and tools, context based reasoning, real-life knowledge capture systems, barriers to the use of knowledge capture systems.

11. **Knowledge Sharing Systems**: Knowledge sharing systems introduction, corporate memory, knowledge sharing technologies and mechanisms, barriers to the use of knowledge sharing, specific types of knowledge sharing systems and examples, lessons learned systems, expertise locator systems, communities of practice.
12. **Knowledge Application Systems and Emergent KM Practices**: Knowledge application systems introduction, technologies for knowledge application systems, developing knowledge application systems, real-life knowledge application systems, limitations of knowledge application systems, emergent KM practices.

Learning Activities and Teaching Methods:

1. Faculty online lectures and videos
2. Real-time online meetings and discussions (involving the lecturer and the students) through Webex
3. Directed and background reading
4. Case study analysis
5. Student-led online discussions (forums)
6. Field project

Assessment Methods:

Project, weekly exercises, final exam

Required Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Knowledge Management Systems and Processes	Beccera, I, Sabherwal, R.	Routledge	2015 (2nd edition)	978-0-7656-3915-8

Recommended Textbooks / Readings:

Title	Author(s)	Publisher	Year	ISBN
Knowledge Management	Jashapara, A.,	Prentice Hall	2011 (2nd edition)	978-0-273-72685-2