# SYLLABUS

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| **Date/ Revision** | April 10, 2017 |
| **Faculty** | Business and Social Sciences |
| **Approval** | Dr. Samuel Prasetya |

## SUBJECT : KNOWLEDGE MANAGEMENT & LEADERSHIP

### 1. Identification of Subject:

Name of Subject : Knowledge Management & Leadership
Code of Subject : KMLE-3000
SKS / ECTS : 3 SKS
Semester : 4/5/6
Study Program : B-AVM/B-IBA/B-MGT
Lecturer : Zairil, MM, Ir. Invanos Tertiana, MBA & Dr. Samuel Prasetya

### 2. Competency

After having the course, students are expected to:
a) Describe the knowledge context.
b) Understand the knowledge management culture.
c) Explain how to build the knowledge infrastructure.
d) Explain how to evaluate knowledge management effectiveness.

### 3. Description of Subject:

This course explores the concept of knowledge management (KM) from a leadership and strategic management perspective. It is a timely resource that attempts offer a conceptual framework to KM, and reiterates that KM is people driven not systems-driven. This course provides suggestions for building a strategic knowledge philosophy into a business culture, values and recognizes knowledge management activities, explores the influences and support systems that should be offered from various service areas within the organization, and the new forms of service that should be built into the organization.

### 4. Learning Approach

Approach : Combination of expository - inquiry and collaborative
Method : Discussions, questions/answers, sample problems/cases
Student Task : Quizzes and group projects
Media : LCD projector

### 5. Evaluation

a) Non-attendance maximum : 25%
b) Homework/Projects : 20 points
c) Presentation, Simulation : 10 points
d) Quiz : 10 points
e) Final Examination : 60 points
           Total : 100 points

## 6. Contents/Topics of Lecturing:

| Week | Content / Topics of Lecturing | Text Book Chapter | Remark |
|------|-------------------------------|-------------------|--------|
| 1 | The Knowledge Environment<br>• The changing nature of organizations<br>• Strategic management in organizations<br>• Information, Knowledge and Organizational Know-how<br>• Developing a knowledge culture<br>• A Model of Strategic Knowledge Management | Chapter 1 | |
| 2 | An Introduction to Strategic Knowledge Management<br>• Phases of Knowledge Development<br>• The Knowledge Management Infrastructure<br>• Some key principles of strategic knowledge management<br>• Strategic Knowledge Management Principles<br>• Building knowledge management into the strategic framework | Chapter 2 | |
| 3 | The Knowledge Leader<br>• The evolution of the knowledge leader<br>• The role of the knowledge leader<br>• Key knowledge leadership skills<br>• Encouraging knowledge leadership across the organizational community<br>• Knowledge team leadership skills<br>• Selecting knowledge leaders | Chapter 3 | |
| 4 | Building and leading a knowledge culture<br>• Successful Organizational Change and Cultural Evolution<br>• Why knowledge systems fail<br>• Introducing the knowledge culture<br>• Introducing the new system<br>• Changing existing values<br>• Encouraging changed practices and systems | Chapter 4 | Quiz 1<br>Draft 1 |
| 5 | Developing the knowledge architecture: A humanistic perspective<br>• The Human Resource Architecture:  People = knowledge.<br>• Human Factors affecting successful knowledge management<br>• Integrating knowledge into human resource management processes | Chapter 5 | |
| 6 | Building an Integrated Strategic Organizational | Chapter 6 | |

| Week | Content / Topics of Lecturing | Text Book Chapter | Remark |
|------|-------------------------------|-------------------|--------|
|      | Knowledge System<br>• Developing the knowledge infrastructure<br>• The Established Knowledge Environment<br>• The New Knowledge Environment<br>• Creating the integrated knowledge system | | |
| 7 | Review | Chapter 1-6 | Quiz 2<br>Draft 2 |
| 8 | **Semester Break: Only Make-Up Classes** | | |
| 9 | Defining and Capturing Core Knowledge<br>• Translating the core knowledge policy into strategic knowledge outcomes.<br>• Knowledge mapping<br>• Constructing an organizational knowledge strategy<br>• Conducting a Knowledge Audit<br>• Constructing the Knowledge Bank<br>• Assessing knowledge capture costs<br>• Developing the organizational knowledge policy | Chapter 7 | |
| 10 | Capturing and Managing the Strategic Knowledge<br>• Creating an efficient knowledge capture system<br>• Maintaining security over strategic knowledge<br>• Intellectual property issues<br>• Maintaining the knowledge repository<br>• Accessing the information<br>• Knowledge archival issues | Chapter 8 | |
| 11 | Developing an effective knowledge service<br>• Defining the knowledge service<br>• Some typical knowledge services<br>• Key principles of the knowledge service<br>• Knowledge worker competencies<br>• Shaping the service to suit user needs<br>• Matching the service to strategic priorities<br>• The human element: placing the user at the center of the service focus<br>• Building a Customer Service Charter and Plan<br>• Implications for resourcing<br>• Service Marketing | Chapter 9 | |
| 12 | Developing Effective Knowledge Users<br>• Essential knowledge competencies<br>• Types of users found in organizations<br>• Good knowledge users are made, not born<br>• Evaluating user competencies<br>• Online user support strategies | Chapter 10 | Quiz 3<br>Draft 3 |

| Week | Content / Topics of Lecturing | Text Book Chapter | Remark |
|---|---|---|---|
|  | • Training users in knowledge applications<br>• Integrating knowledge training into the new employee orientation program |  |  |
| 13 | Measuring Knowledge Take-up<br>• Historical Lessons<br>• The Accountable Costs of Knowledge Management<br>• The Hidden Costs of Knowledge Management<br>• Hidden Challenges associated with Knowledge Take-up<br>• Measuring Knowledge Adoption<br>• Measuring knowledge service impact | Chapter 11 |  |
| 14 | Knowledge Management Challenges<br>• The challenges associated with leading knowledge management<br>• Maintaining a Strategic Focus<br>• Building a sharing culture<br>• Gaining wide spread acceptance and adoption<br>• System changes and their introduction<br>• Stakeholder Attitudes and Support<br>• Using knowledge strategically<br>• Responding to new strategic initiatives and drivers<br>• Mergers, takeovers and downsizing<br>• Matching the service to the organization<br>• Educating users<br>• Emphasizing service<br>• Building realistic expectations of the service capabilities<br>• Setting boundaries on the service scope | Chapter 12 |  |
| 15 | A Holistic View of Strategic Knowledge Management<br>• Reviewing the Model of Strategic Knowledge Culture Development<br>• Leadership: the first step to successful culture building<br>• Putting people first: the key strategy in leading a successful knowledge service<br>• A new, integrated system view<br>• The knowledge culture: building support through the human resource process<br>• A summary of the key principles to adopt in developing and leading a strategic knowledge service<br>• Tailoring knowledge management to the large, | Chapter 13 | Quiz 4<br>Draft 4 |

| Week | Content / Topics of Lecturing | Text Book Chapter | Remark |
|------|------------------------------|-------------------|--------|
|      | complex organization<br>• Small organizations and their knowledge needs<br>• Franchise organizations: some special considerations<br>• Mergers and their implications<br>• In uncertain times: maintaining the service in turbulent settings<br>• Some final pointers and predictions | | |
| 16 | **Semester Break: Only Make-Up Classes** | | |
| 17 | **Final Examination** | All Chapters (1-13) | |

## 7. Book Reference:

a) **Main Textbook**

Shelda Debowski, Knowledge Management, 1st Edition, Wiley

b) **Supplement Articles**

Various online journal articles