Case Study Report

Aim:
- conduct an in-depth case analysis of an organization’s knowledge management strategies and processes;
- explore the problems of introducing knowledge management in a real context;
- explore the role of technology in a knowledge management project;
- evaluate an organization’s activities focusing on knowledge management infrastructure;
- identify potential changes for improving organizational effectiveness;
- document and evaluate your findings.

Value: - 30% of the unit

Due date: - Week 9 (8pm Wednesday May 4th)

Assignment Details:
Select an organisation (or part thereof) as a case study to investigate the extent to which knowledge management is implemented. Your investigation needs to be incisive as many organizations practice knowledge management to some extent but do not have explicit initiatives. The objective of the case study is to critically examine organisational practices to uncover the degree to which the organization relies overtly or implicitly on knowledge to achieve organisational outcomes and goals.

You must get approval for your case study from your tutor by week 4.

Case Study Settings
If you are working, your own organisation may well be an appropriate setting for your case study. Please be aware that you should get permission to conduct your study from your organization, preferably in writing. To get this permission you will need to inform your organization that your study will be need to be written up and submitted for assessment but usually is not a public document. Please ensure that permission is given by someone who has the authority to approve such investigations. You will also need to get approval to access appropriate internal material. Depending on the setting and the nature of investigations, it is usual to anonymize your material to hide the identity of people and/or workplaces.

If you do not have access to a workplace you may use secondary material as your source data for the case study. The library has many books that are case studies of organisations or projects within organisations, or the people who lead organisations. Examples of such books include:

Your analysis will be primarily based on material from this text. However you are encouraged (and expected) to find supplementary literature about that organization/project/leader and use such material to substantiate your analysis.

Case Study Presentation
Your analysis needs to present a coherent view of the organisation and a logical presentation of the issues that your analysis raises. These issues need to be consistent with the knowledge management area but be specific to the organisation that you are studying. A possible methodology, the structure for your report is:

The organisational setting
- What is the organisation/unit, what do they do who does it, what is its mission
- Has the organisation been able to meet its goals, how is it faring in the market

The knowledge context
- To what extent does the organisation depend on the knowledge of its workers, its market etc?
- What are the decision-making points/areas that are crucial to meeting its goals
- The extent to which knowledge is documented in public internal documents and how available are these documents
- The extent that the organization has access to knowledge of the market
- Does the organisation value intelligent assets and how does it use these assets
- How do people share knowledge and the extent to which the organisation structure encourage this sharing;
- How formal or informal is knowledge sharing
- Is “hidden” knowledge in the organisation relevant to their decision making
- Are there data stores that could be “mined” for hidden knowledge

Knowledge Management initiatives
- What are the most critical knowledge management issues from this analysis and their potential impact.
- What are the cultural changes needed to address those issues
- Are there internal, external, personal or historical impedement to knowledge management initiatives
- To what extent can knowledge be structured to facilitate decision making
- What sort of support of computerised system support is appropriate for this organisation’s knowledge management initiative?

Conclusions and Lessons Learnt.

Please Note: the methodology above is not a template for all case studies. You should use it as a guide to design your own methodology that is more appropriate for your organization or text.

Submission details
Your Paper should be 3000-4000 words long, and demonstrate that you have investigated the organisation or literature for your chosen case study and that you have been able to
present your investigations in a coherent way with a logical development of the case study “story”.

The Report must be submitted with a cover sheets attached that is on the Style Guide page. No written work (that includes assignments posted by e-mail) will be accepted without the signed cover sheet that must be the first page of the assignment if submitting as a hard copy. Electronically submitted assignments must include a signed coversheet. These coversheets can be submitted in person, by mail, by fax or by e-mail (with electronic signature or as signed PDF file)

This requirement will assist us in confirming the originality of the content of the assignment and that appropriate referencing and citation standards have been observed. In addition students should also be aware of the plagiarism and collusion policies established by SIMS, FIT and Monash University.

**Hurdle Requirement**
For the case study report to be eligible for assessment, it is expected that you will reference ALL internal documents and other literature such as journal papers, practitioner articles and websites to support your analysis. Your references must adhere to the School’s standards for citations and references (at [http://www.sims.monash.edu.au/resources/style.html](http://www.sims.monash.edu.au/resources/style.html)).

**Assessment Schedule:**
- Layout, structure, spelling, etc. and adherence to style guides
- Appropriate theme and focus
- Depth and breadth of analysis
- Critical evaluation of case
- Appropriate links to knowledge management issues
- Significance of conclusions and lessons learnt
- Relevance of references
- Adherence to citation and reference standards

**Extensions:**
Applications for extensions must be submitted and approved by your tutor prior to the due date. All applications for extensions must be made in writing (email application is acceptable) and provide convincing reasons for the extension. Where appropriate supporting material should also be provided.

*Please Note: requests for extension on or after the due date will only be considered in exceptional circumstances*