Faculty of Information Technology
School of Information Management and Systems

Semester 1, 2005

IMS5027 Knowledge Management Principles

UNIT OUTLINE


Unit webpage: To access unit webpage, select: http://www.monash.edu.au/pubs/handbooks/units/IMS5027.html

Staff:

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Associate Professor Frada Burstein (Subject Leader)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Dr Henry Linger</td>
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<thead>
<tr>
<th>Room</th>
<th>T1.29/1/30, Ground Level, Building T, - Caulfield Campus</th>
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<tbody>
<tr>
<td>Phone</td>
<td>9903 2011/9903 2260</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:frada.burstein@infotech.monash.edu.au">frada.burstein@infotech.monash.edu.au</a></td>
</tr>
<tr>
<td></td>
<td><a href="mailto:henry.linger@infotech.monash.edu.au">henry.linger@infotech.monash.edu.au</a></td>
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Tutor 1/Teaching Assistant: Clyde Cook

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<tr>
<td>Phone</td>
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<tr>
<td>Email</td>
<td>Clyde.Cook @infotech.monash.edu.au</td>
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Tutor 2: Stan Agombar

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<tr>
<td>Email</td>
<td><a href="mailto:Stan.Agombar@sims.monash.edu.au">Stan.Agombar@sims.monash.edu.au</a></td>
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Tutor 3: Nirlep Khaira

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<tr>
<td>Email</td>
<td><a href="mailto:Nirlep.Khaira@sims.monash.edu.au">Nirlep.Khaira@sims.monash.edu.au</a></td>
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</tbody>
</table>

Contacting staff: Outside the scheduled class contact hours, you can contact teaching staff by email, phone, during their consultation hours (available on unit webpage or at SIMS Frontdesk) or by making an appointment.

If you need a staff member urgently and are unable to contact them, please contact: SIMS Frontdesk, Level 7 – Building S, Ph: 9903 2208
Aim: IMS5027 aims to present a coherent view on the role of knowledge and knowledge management in organisations from a multidisciplinary perspective. You will gain an appreciation of the sources of unstructured and semi-structured knowledge and learn current techniques, which permit this knowledge to be applied to perform organisational activities. The unit presents a comprehensive model of the knowledge management process from organisational and technological perspectives. You will have an opportunity to explore current approaches to knowledge management in the context of a variety of case studies.

Objectives: At the completion of this unit you will be able to demonstrate:

Understanding/ knowledge of:
- The meanings applied to the terms ‘knowledge’ and ‘knowledge management’.
- A range of approaches to knowledge management in organisations.
- The structural and functional components of knowledge management.
- The extent to with modern technology can support knowledge management processes.

Skills to:
- Critically analyse the state and current organisational requirements for recommending appropriate knowledge management solutions.
- Identify possible technological solutions to satisfy the knowledge management requirements of the organisation.

Attitudes, values, and beliefs—you will appreciate:
- The varying perspectives on knowledge management that derive from different disciplinary and professional backgrounds and organisational functions, and the need to facilitate effective communication across these boundaries.
- The importance of being able to effectively communicate knowledge management perspectives to associated business and professional groups.
- The centrality of trust in successful knowledge management initiatives.
- That effective knowledge management depends on developing and reinforcing collaborative and cooperative behaviours—and the associated constraints on achieving this in competitive, individually oriented organisations.
- That there is no simple formula for effective knowledge management, ie that each organisation is unique and must craft its own solutions tailored to its particular situation and environment.
- The close links between knowledge management implementation and organisational strategy and goals, and between organisational risk management and knowledge management.

Relationships, communication, teamwork—you will further enhance your skills in:
- Collaborative teamwork with colleagues from similar and different professional or disciplinary backgrounds.
- Professional communication with business and other groups—expressing a clearly articulated case for knowledge management in the form of an oral presentation, electronic communication or written report.

Prerequisite Unit: IMS9049 or equivalent.

Prerequisite Knowledge: ICT fundamentals, and a broad understanding of systems analysis approaches, organisational processes and business context.

Texts and software:
There is no prescribed text. However the following books are highly recommended reading for this unit, and a good starting point for understanding issues and challenges in knowledge
management theory and practice. Additional references will be recommended in the lectures on a week by week basis.


Other Recommended Resources:
Throughout the semester, reference will be made to a wide variety of sources—books, journal articles, websites and online resources

Journals
Articles on knowledge management are found across a wide range of management, human resource management, strategic and change management, organisational studies, information systems, information management, education and other professional journals. As well, there are a few journals which are specifically focused on knowledge management or organisational learning. You may wish to browse some of the following journals that are available electronically from the Monash Library.

*Common Knowledge.* [Durham, NC: Duke University Press]. The Monash Library has vol. 8, 2002 to date.

*Electronic Journal of Knowledge Management (EJKM),* vol. 1, Sept. 2003 to date. [Reading, England: Academic Conferences International].

*Journal of Knowledge Management,* vol. 1, 1997 to date. [West Yorkshire, England: MCB University Press].


Websites
Below are listed some sites with useful KM materials. (Other suggestions for useful KM sites are welcome).

**KM Standards and Good/ Better Practice Checklists sites**
Australian Government Information Management Office (AGIMO) (formerly NOIE), *Better Practice Checklists.*
http://www.agimo.gov.au/practice/delivery/checklists These cover a range of topics, eg intranet design, selecting and implementing a content management system, information architecture for websites, metadata, and knowledge management. AGIMO’s KM best practice checklist is at:

Comité Européen de Normalisation (CEN)/ European Committee for Standardization. *European guides to good practice in knowledge management; CWA 14924.* [Includes Part 1: KM framework; Part 2: Organizational culture; Part 3: SME implementation; Part 4: Guidelines for measuring KM; Part 5: KM terminology].

Standards Australia website (has produced the Australian KM standards and case studies that can be purchased from Standards Australia) http://www.knowledge.standards.com.au/

**Corporate, government, university KM sites and portals**
CIO Magazine Archive http://www cio.com/archive/index_knowledge_management.html
EdNA (Education Network Australia) KM Portal (Contains a range of links to useful websites, conferences, resources, etc on KM and KM topics such as communities of practice and storytelling).

Monash University SIMS. Knowledge Management Research Group website. Particularly, the KM Lab, which contains examples of certain KM applications and a database listing over a hundred products that claim to be KM products. This group also runs an annual KM conference, the
Open Directory Project (that claims to be ‘the largest, most comprehensive human-edited directory of the Web. It is constructed and maintained by a vast, global community of volunteer editors.’ This site contains sets of hierarchically organised links to a wide variety of topics. Its KM section has a focus on technological side of KM). http://www.dmoz.org/Reference/Knowledge_Management/

Queen’s University (Kingston, Canada). School of Business. Management Research Centre for Knowledge-Based Enterprises. (Particularly useful are articles in their Frameworks Series) http://business.queensu.ca/kbe/papers.htm

The Knowledge Garden website http://www.co-i-l.com/coil/knowledge-garden/

Personally maintained/ consultants’ sites

Allee, Verna (Under ‘Library’ links, Verna Allee has a range of articles available for download. She has written extensively on KM, organisational intelligence, improving profitability through value networks, etc.) http://www.vernaallee.com/

Denning, Steve. (The focus of Steve Denning’s website is organisational storytelling and related areas) http://www.stevedenning.com/

Gurteen, David Knowledge website (a UK-based website on a variety of KM and related topics) http://www.gurteen.com/ Also check out his Gurteen Knowledge-Letter (KM Newsletter) http://www.gurteen.com/gurteen/gurteen.nsf/(Views)/WebNewsList?open

Skyrme, David. Knowledge Connections (A range of useful articles on KM) http://www.skyrme.com/

Sveiby, Karl-Erik (Sveiby is widely known as one of the ‘founding fathers’ of KM. He has a range on useful articles at this site on KM, measuring intangible assets, etc. http://ww.sveiby.com

KM virtual communities

ActKM Forum (a very active KM learning community focused on public sector KM issues) http://www.actkm.com/

KMTool (‘A global community for knowledge management professionals’) http://www.kmtool.net/

Computing and laboratory requirements:

The minimum technology recommended is a personal computer with a CD-ROM drive and a modem, with access to the Internet, email and a web browser. Extensive use is made of the Internet to distribute course material.

Study materials:

As noted earlier, there is no prescribed text in the unit. However, you may wish to purchase one or more of the ‘highly recommended’ texts listed earlier.

We provide the unit guide, assignment specifications, and weekly notes/slides that contain links to pertinent materials through the Unit Vista website.

You are expected in this unit to download articles and case studies as required for weekly tutorial activities or reading. Students can also access audio recording of the lectures on a weekly basis.

Workload:

This is a six credit point unit which, according to University guidelines, requires you to spend 12 hours per week (a total of at least 156 hours per semester).

The anticipated workload is:

- 2 hours per week lecture (or OCL equivalent)
- 1 hour per week tutorials (or OCL equivalent)
- 9 hours per week reading, preparation and assignment work
Proposed Schedule for the First Semester 2005

(Note: This schedule may be subject to change during the semester. Any such changes will be notified on the unit website 'Lectures' page).

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
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<tbody>
<tr>
<td>1</td>
<td>Introduction to knowledge management (KM)</td>
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<tr>
<td>2</td>
<td>Socio-cultural context of knowledge work and knowledge management</td>
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<tr>
<td>3</td>
<td>Overview of KM models and frameworks</td>
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<tr>
<td>4</td>
<td>KM Structure: Organizational Design</td>
</tr>
<tr>
<td>5</td>
<td>Non teaching week – 25 March – 1 April, 2005</td>
</tr>
<tr>
<td>6</td>
<td>KM Structure: Information Resources</td>
</tr>
<tr>
<td>7</td>
<td>KM Structure: Technology infrastructure</td>
</tr>
<tr>
<td>8</td>
<td>KM Functions: Memory</td>
</tr>
<tr>
<td>9</td>
<td>KM Functions: Learning</td>
</tr>
<tr>
<td>10</td>
<td>KM Functions: Sense-making</td>
</tr>
<tr>
<td>11</td>
<td>Task-based KM for supporting knowledge work</td>
</tr>
<tr>
<td>12</td>
<td>KM implementation issues: governance, evaluation, risk</td>
</tr>
<tr>
<td>13</td>
<td>Summary and Review</td>
</tr>
<tr>
<td></td>
<td>Class test</td>
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Assessment:

Two individual practical written assignments (50% weighting), weekly class participation, including on-line discussion (10% weighting) and a two-hour class test (40% weighting) will be used to assess whether you have achieved the objectives of this subject. There are two major pieces of individual written work:

- **Research paper (assessment value 20%; approximately 2,000 words)** – Due date week 5
- **Case study project report (assessment value 30%, approximately 3,000 words)** – Due date week 9

See the IMS5027 Assignment Guidelines document for an outline of the requirements for the written assignment work component.

**Formal supervised assessment**

- An "open book" class test, (2) hours, (assessment value 40%) – during week 13, the last week of semester.
- You are required to be available to sit the test on the day. Alternative times for the test will not be approved without a medical certificate for a significant illness, or equivalent evidence.

The first written assignment and a class test will test your ability to meet the theoretical unit objectives, the case study assignment and weekly practical exercises (hurdle requirement to show evidence of attempting 5 out of 10) will test your ability to apply your knowledge on the subject in practical context.
Note:

- Assignments in this unit are no less important than those of other units. Your inability to manage your time or computing resources will not be accepted as a valid excuse. (Several assignments falling due at the same time is often unavoidable.)
- Backup copies are required to be made of all assignments and retained for 12 months, in case of loss.
- Hardware failures are not normally recognised as a valid reason for obtaining an extension or handing in a late assignment.

Assessment Notes

1 Acknowledgment of sources

Each time you complete any assessment, please refer to and make yourself familiar with the most current information regarding acknowledgement of sources, plagiarism and academic conduct contained in the SIMS Policy website.

http://www.sims.monash.edu.au/policies

2 Assignments

2.1 Standards for presentation

All printed assignment work must be word processed and meet the standards set out in the assignment. Refer also to the School of Information Management and Systems guidelines for writing assignments for additional information on presentation standards:


2.2 All assignments must include an appropriate signed SIMS assignment cover page. See the SIMS web site for downloadable (PDF) copies of SIMS assignment cover pages


2.3 Extensions

If you believe that your assignment will be delayed because of circumstances beyond your control such as illness, you should apply for an extension prior to the due date. All applications for extensions must be made in writing to your lecturer. Medical certificates or other supporting documentation will be required.

Late assignments submitted without an approved extension may be accepted (up to one week late) at the discretion of your lecturer, but will be penalised at the rate of 10% of total assignment marks per day (including weekends). Example:

Total marks available for the assignment = 100 marks
Marks received for the assignment = 70 marks
Marks deducted for 2 days late submission (20% of 100) = 20 marks
Final mark received for assignment = 50 marks

2.4 Submission of assignments

Assignments should be received at the tutorials on or before the due date. In the absence of other instructions, all assignments are to be submitted to your tutor during your allocated tutorial.

2.5 Return of assignments

Assignments will either be returned in specified tutorials during semester or via the SIMS Frontdesk collection system outside semester.

In general, assignments will be returned within two to three weeks of the due date.

3 Student Academic Grievance Procedure

If you have a concern or issue about aspects of your assessment or other academic matters, you are encouraged to follow the SIMS Student Academic Grievance Procedure:

http://www.sims.monash.edu.au/policies
4. **Pass requirements**

The 40% rule applies to units and determines the final result for a student where the student's performance in either the examination or assignment component of the unit is unsatisfactory. Students need to be aware of the 40% rule which is:

In order to pass a unit, a student must gain all of the following:

- at least 40% of the marks available for the examination component, if any: i.e. the final examination and any tests performed under exam conditions, taken as a whole
- at least 40% of the marks available for the assignment component: i.e. the assignments and any other assessment tasks (such as presentations) taken as a whole
- at least 50% of the total marks for the unit

Where a student gains less than 40% for either the examination or assignment component, the final result for the unit will be no greater than ‘44-N’.

5. **Grades**

The grades awarded by the Faculty of Information Technology are:

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<thead>
<tr>
<th>Grade</th>
<th>Code</th>
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</thead>
<tbody>
<tr>
<td>High Distinction</td>
<td>HD</td>
<td>80-100</td>
</tr>
<tr>
<td>Distinction</td>
<td>D</td>
<td>70-79</td>
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<tr>
<td>Credit</td>
<td>C</td>
<td>60-69</td>
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<tr>
<td>Pass</td>
<td>P</td>
<td>50-59</td>
</tr>
<tr>
<td>Fail</td>
<td>N</td>
<td>0-49</td>
</tr>
<tr>
<td>Near Pass</td>
<td>NP</td>
<td>45-49 (may be awarded by Board of Examiners only)</td>
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<tr>
<td>Deferred</td>
<td>DEF</td>
<td>-</td>
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<tr>
<td>Withheld</td>
<td>WH</td>
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