



BNM799 Knowledge Management

Number of Aston Credits: 10

Number of ECTS Credits: 5

Staff Member Responsible for the Module:

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Pre-requisites for the Module:

None

Mode of Attendance

This module is available on- and off-campus. On-campus students attend 8x weekly lecture sessions and an individual tutorial on campus. Off-campus students study the weekly lecture sessions by block DVD: Individual tutorials are either on campus or by telephone.

Module Objectives and Learning Outcomes:

Overall aim

To enable students to understand the relevance and significance of knowledge management in the 'knowledge economy' of the 21st century.

Learning outcomes

On completion of this module, you will have developed:

- > Understanding of the objectives of knowledge management in modern businesses and not-for-profit organizations
- > Appreciation of the need for equal consideration of technological, human and organisational aspects
- > Understanding of the relevance of a process-oriented view of organisations to knowledge management
- > Awareness of some major successes and failures of knowledge management in recent years
- > Knowledge of how to go about tackling such a project in practice

Module Content:

- Week 1** Introduction to the module and fundamentals of knowledge management
- Week 2** Developing a knowledge management strategy
- Week 3** Knowledge management and business processes
- Week 4** Knowledge management tools and technologies
- Week 5** Measuring knowledge management and knowledge work
- Week 6** KM and HRM: Organising and managing knowledge work
- Week 7** Knowledge management and organisational culture
- Week 8** The potential and limits of knowledge management

Week 9 Individual tutorials

Week 10 Hand in coursework assessment

Corporate Connections:

This module makes widespread and integrated use of case-study material on knowledge management practices in a range of organisations.

International Dimensions:

Globalisation is both a driver for knowledge management and an obstacle to it. There is therefore an international context to almost everything that is covered in the module.

Contribution of research:

The staff members responsible for the module have conducted extensive research in the area of knowledge management and draw upon examples from their own studies.

Method of Teaching & Learning:

The principle methods of teaching and learning will be weekly lectures supported by discussion of case-study material in small groups and plenary sessions. The resource pack contains selected readings for which students will be guided in their self-study. Blackboard will be used to make available additional materials and act as a forum for discussion outside class. Additional reading from the reading list is desirable, but not a prerequisite for completion of the coursework.

Method of Assessment and Feedback:

The method of assessment is 100% individual coursework to be submitted in week 10. Students who produce a coursework draft in week 9 are given feedback in an individual tutorial in order to help improve their final coursework submission. Feedback on the final submission is provided on the coursework assessment sheet.



Information for Distance Learning

The module is available on DVD for study off-campus. Off-campus students are required to attend a study weekend, details of which will be available on Blackboard.

Learning Hours:

Contact hours	24
Directed reading	40
Preparation of coursework	36
Total	100

Recommended Reading:

Core Text

ICHIJO, K., NONAKA, I. (eds) (2007). *Knowledge creation and management: New challenges for managers*. Oxford: Oxford University Press.

Additional Reading on Knowledge Management:

DEFILLIPPI, R., ARTHUR, M. and LINDSAY, V. (2006). *Knowledge at work: Creative collaboration in the global economy*. Oxford: Blackwell.

HISLOP, D. (2005). *Knowledge management in organizations: A critical introduction*. Oxford: Oxford University Press.

LITTLE, S., and RAY, T. (eds) (2005). *Managing knowledge: An essential reader*. (2nd ed). London: Sage.

MOREY, D., MAYBURY, M., and THURAISINGHAM, B. (eds) (2002). *Knowledge Management: Classic and contemporary works*. Cambridge, MA and London: MIT Press.

NEWELL, S., ROBERTSON, M., SCARBOROUGH H. and SWAN, J. (2002). *Managing knowledge work*. Basingstoke: Palgrave.

Additional Reading on Process Management

DAVENPORT, T.H. (1993). *Process Innovation: Reengineering Work through Information Technology*. Boston, MA: Harvard Business School Press.

HAMMER, M. and CHAMPY, J. (1993). *Reengineering the Corporation. : A Manifesto for Business Revolution*. London: Nicholas Brealey.

