

The Catholic University of America  
School of Library and Information Science

LSC 874: Special Topics: Knowledge Management—Future Works DRAFT Syllabus  
Summer 2008

3 Credit Hours  
Classroom: To be announced  
May 3 – May 31, 2008  
Five Saturdays: 9:00 a.m. – 5:00 p.m.

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### Description

Knowledge Management (KM), the most fundamental concept for enabling competitive advantage for all types of organizations and institutions in the 21st Century, is part of the dramatic change occurring in the work place. Fundamental to this concept is participation and collaboration in order to leverage the collective knowledge of the entire workforce, whether local, national, or global.

In large part the Internet is responsible for the dynamics we feel and see each day. The Internet, the World Wide Web, has changed time, distance, and relationships. Now the question is how to become competitive or stay competitive? What is needed by the scientific, technical, business, education, services—especially public, academic, and special libraries—and administrative professions in future work environments for success?

### Instructional Methods

Participants will be involved in class discussion and review of KM papers and case studies, as well as class team projects to position them for their future works! This course is designed for active participation and application of knowledge management concepts to reinforce understanding of how to approach projects in any organization or personally.

### Projects

Participants will be complete three projects. These projects will serve as a practical learning experience in understanding, through application, knowledge management concepts and issues. Two projects will be handled as team projects by class participants: (1) Organization Modeling, and what is conducive to knowledge management environments; (2) Creation of an Ontology, Taxonomy, and Thesaurus for a knowledge management environment. The third project will be for all participants to complete an individual project in the area of knowledge management. [***There are no exams in this course.***]

### Required Text

Davenport, Thomas H. and Prusak, Laurence, **Working Knowledge: How Organizations Manage What They Know**. Harvard Business School Press, Boston, Mass., 1998. P199, ISBN 0-87584-655-6

Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company**. Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4

### Additional Readings

Other reading materials as assigned

### Recommended Text

Identify other Knowledge Management works in book, article, or electronic format and read regularly to supplement your work during this course. This can be particularly important and beneficial to your final individual project.

### Course Goals

The purpose of this course is to address the need of organizations to raise their competitive edge through participation and collaboration in order to leverage the collective knowledge of the entire workforce, whether local, national, or global. The understanding and use of knowledge management by employees is especially important to accomplish this and students need preparation for these new work environments. LSC 874: Special Topics in Librarianship focuses on Knowledge Management—Future Works over five weeks and includes:

- Fundamentals of KM
- History of KM, theory and concepts
- Culture and organizational changes required
- Strategic issues
- Knowledge coding
- Review of KM hardware and software systems
- Evaluation of KM
- International issues
- Competitive intelligence

### Goals for Student Learning

At the conclusion of the course the student will demonstrate his/her knowledge and use of the concepts and theories of knowledge management applied to a KM Project. This positions the student to begin or improve use of KM in their business and personal environment.

### Course Requirements

Classes will meet on Saturdays, 9:00 a.m. – 5:00 p.m., (location to be announced). Classes will convene beginning May 3, 2008 and continue on each Saturday through May 31, 2008. There are no special requirements for this course, however, if you enjoy learning and applying newfound knowledge, then this course will be of great interest.

Participants are expected to attend all classes and to actively participate in the classroom discussion and projects. Cell phones and other such tools are to be turned off during class time. No text messaging is allowed. Computers can be used only for note taking, not texting, etc.

It is critical that assigned reading be accomplished prior to the classroom work to ensure knowledgeable participation of all students in order to realize associated benefits. **(NOTE: Due to the short term of this course it is strongly recommended that students purchase the required books and read the material indicated prior to attending the first session on May 3, 2008. You could be called on to lead the discussion.)** It is expected that assignments will be successfully completed on time, to avoid negative affects on grading. The course will be both lecture and class participation, especially in review and discussion of case studies of knowledge management projects. Oral presentations will be required of all participants. **There will be no exams in this course. Good thinkers will excel!**

**Grading (See below for additional information on course requirements and grading.)**

For students taking LSC 874 for credit, the following applies:

- |                                     |  |
|-------------------------------------|--|
| 1) Class participation              | 20 points  |
| 2) Assignments & Team Presentations | 30 points  |
| 3) Individual KM Project            | 50 points – 25 points/presentation<br>25 points/written report |

## Class Sessions

### 1 Session I, Part 1a, Saturday, May 3, 2008

#### **Introduction**

#### **Future Works and Knowledge Management**

*Setting the stage; the basis of this course in Knowledge Management*

Session I, Part 1b

#### **Fundamentals of Knowledge Management**

*Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know.** Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6*

Chapter One – *What Do We Talk about When We Talk about Knowledge?* pp. 1-24.

#### **Case Study, British Petroleum Exploration, pp. 19-24**

Session I, Part 2a

*Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company.** Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4*

Chapter Four – *Creating Knowledge in Practice*, pp. 95-123.

Session I, Part 2b

#### **Case Study, Matsushita Electric Industrial Co., Ltd., pp. 95-123**

### 2 Session II, Saturday, May 3, 2008

#### **History of Knowledge Management, Theory and Concepts**

*Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company.** Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4*

Chapter Two – *Knowledge and Management*, pp. 20-55.

Chapter Three – *Theory of Organizational Knowledge Creation*, pp. 56-94.

#### **Distribute Individual Knowledge Management Project Guidelines/Discussion**

### 3 Session III, Saturday, May 10, 2008

#### **Culture and Organizational Models (Trust)**

*Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know.** Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6*

Chapter Two – *The Promise and Challenge of Knowledge Markets*, pp. 25-51.

Chapter Five – *Knowledge Transfer*, pp. 88-106.

*Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company.** Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4*

Chapter Five – *Middle-up-down Process for Knowledge Creation*, pp. 124-159.

#### **Case Studies**

**General Electric, under Jack Welch (Top-down)**  
**3M (Bottom-up)**  
**CANON (Middle-up-down)**

Chapter Six – *A New Organizational Structure*, pp. 160-196.

**Case Studies**

**Kao, in Transition**  
**Sharp, Perfected**

**Team Project – Organizational Models**  
**Discussion and Acceptance of Individual Knowledge Management Projects**

- 4 Session IV, Saturday, May 10, 2007  
**Strategic Issues**

*Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company**. Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4*

Chapter 8 – *Managerial and Theoretical Implications*, pp. 224-246.

*Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know**. Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6*

Chapter 9 – *The Pragmatics of Knowledge Management*, pp. 162-178.  
Chapter 6 – *Knowledge Roles and Skills*, pp. 107-122.

**Class Presentations & Team Oral Reports on Organization Models**

- 5 Session V, Saturday, May 17, 2007  
**Knowledge Coding**

*Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know**. Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6*

Chapter Three – *Knowledge Generation*, pp. 52-67.  
Chapter Four – *Knowledge Codification and Coordination*, pp. 68-87.

**Team Project – Development of an Ontology, Taxonomy, and Thesaurus**

- 6 Session VI, Saturday, May 17, 2008  
**Review of Hardware/Software for Knowledge Management**

*Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know**. Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6*

Chapter Seven – *Technologies for Knowledge Management*, pp. 123-143.

**Class Presentations and Team Oral Reports on Ontology, Taxonomy, and Thesaurus**

- 7 Session VII, Saturday, May 24, 2008  
**Evaluation of Knowledge Management**

Davenport, Thomas H. and Prusak, Lawrence, **Working Knowledge: How Organizations Manage What They Know**. Harvard Business School Press, Boston, Mass. 1998, P199. ISBN 0-87584-655-6

Chapter One - *What Do We Talk about When We Talk about Knowledge?* pp. 1-24.  
(Repeated)

Chapter Eight – *Knowledge Management Projects in Practice*, pp. 144-161.

**International Issues**  
**Competitive Intelligence**

Nonaka, Ikujiro and Takeuchi, Hirotaka, **The Knowledge-Creating Company**. Oxford Univ. Press, Inc., 1995. P284, ISBN 0-19-509269-4

Chapter One – *Introduction to Knowledge in Organizations*, pp. 3-19.

Chapter Seven – *Global Organizational Knowledge Creation*, pp. 197-223.

- 8 Session VIII, Saturday, May 31, 2008 (**Note: This date may need to change; to be determined**)

**Individual Knowledge Management Project Oral Reports and Presentations:  
Findings and Recommendations**

**Written Project is due at the beginning of your Presentation. No exceptions.**

**[Note: It is strongly recommended that students read assigned text for Saturday, May 3, 2008, prior to meeting that day. This will ensure a good basis to begin our course and class discussion on Knowledge Management-Future Works. [You could be called on to lead the discussion.]**

**COURSE REQUIREMENTS AND GRADING:**

Students should have access to 0404040707word processing and presentation software, email, and the World Wide Web. Successful completion entails on-time delivery of assignments, work that meets or exceeds the standard for graduate-level programs, and regular, active participation in class discussions, exercises, and activities. Assignments are due before class on the date indicated, unless otherwise stated. Grades are based on participation and work submitted; rewriting, resubmission, and extra credit are not allowed. Unless prior permission is granted, late work will be penalized at the rate of 1 point (out of 100) per day, with the exception of your final written project and presentation. Late final written project or presentation will constitute a drop of one full grade per day on each part, based on your total overall score.

**Based on scores for total class assignments, final grades will be assigned as follows:**

<b>&gt; 92</b>	<b>A</b>
<b>88-91</b>	<b>B+</b>
<b>80-87</b>	<b>B</b>
<b>70-79</b>	<b>C</b>
<b>&lt;70</b>	<b>F</b>

### **WRITING AND PRESENTATION STANDARDS:**

Effective information professionals are also effective communicators. Written and oral communications are important elements of the total communication process. To this end, all papers and presentations must demonstrate graduate level clarity and effectiveness of expression. Careful attention should be given to source citations, proper listing of references, the use of footnotes, and the presentation of tables and graphs. All papers will be typed, single-spaced, using a standard typeface unless otherwise specified. Some assignments will call for information to be presented in charts, tables or other structured formats. Students are expected to develop the ability to communicate effectively in structured formats as well as in prose.

### **ADDITIONAL POLICY STATEMENTS**

**ACADEMIC HONESTY:** You will find Academic Affairs policies on "Academic Dishonesty" and on "Unethical Practices" in the University Policies and Procedures web page at <http://policies.cua.edu/>. You are held responsible for adhering to these policies. Incidences of academic dishonesty, defined by the University as "failure to observe rules of fairness in taking exams or writing papers, plagiarism, fabrication, and cheating" will result in a grade of F (0 points) on the project or exam in question, and will be reported to the Dean for possible further action (including failure in the course and/or dismissal from the academic program). Talk with your instructor if you have questions about what is involved in such offenses. Plagiarism, which includes "[1] intentionally or knowingly representing the words or ideas of another as one's own in any academic exercise; [2] failure to attribute any of the following: quotations, paraphrases, or borrowed information from print sources or websites; [3] buying completed papers from others to use as one's own work", will not be tolerated. For more on what constitutes plagiarism and how to avoid it, see the guide on the Purdue Online Writing Lab web site at [http://owl.english.purdue.edu/handouts/research/r\\_plagiar.html](http://owl.english.purdue.edu/handouts/research/r_plagiar.html)

**ADA ACCOMMODATION:** Students with disabilities requiring accommodation under federal regulations must present a written accommodation request to the instructor by the second-class meeting. It is strongly recommended that the student contact the Office of Disability Support Services, Suite 207, Pryzbyla Center (202-319-5211; email [cua-disabilityservices@cua.edu](mailto:cua-disabilityservices@cua.edu), web <http://disabilitysupport.cua.edu/>). This is the University office responsible for disability accommodation and services, and its staff can answer questions about services and requirements regarding documentation. Special accommodations or other arrangements cannot be made without documentation approved by this office.

**NOTE:** *Course syllabus is subject to change, relative to timing of content, for example.*