HRM-814 Organizational Learning and Knowledge Management

The course provides an examination of major themes in strategic management of knowledge, including building and acquiring knowledge as well as transferring and transforming knowledge to enhance the organizations' competitiveness. Relationships between knowledge management and learning and innovation will also be covered. This course will develop your knowledge and understanding of contemporary theories and practices of knowledge management (KM) by examining the relationship between a theoretical understanding of knowledge management and real-life situations and by integrating different dimensions of knowledge management arising from human resource management, information systems and strategic management. The course will explain the concept of `intellectual capital' and how it is managed and exploited in organisations. The course will demonstrate a critical understanding of knowledge management policies and strategies in organisations that enhance effectiveness.

Objectives

- ⊕ To explore the diverse range of definitions and perspectives of knowledge management.
- ⊕ To explore philosophies on the nature of knowledge and organizational learning.
- ⊕ To describe different component technologies found in knowledge management.
- ⊕ To explain the role of knowledge management systems in solving organizational problems.
- ⊕ To understand different conceptualizations of strategy and organizational culture.
- ⊕ To learn the characteristics of the dominant models of a learning organization.
- ⊕ To build an understanding of the different frameworks of intellectual capital.

Outcomes

- ⊕ Will develop an understanding of the value of organizational learning and knowledge creation by recognizing its complexity and importance.
- ⊕ Will realize the importance of knowledge sharing in the society.
- ⊕ Will understand the importance of practical application of knowledge in professional life.

- ⊕ Will distinguish between different tools for evaluating knowledge.
- ⊕ Will take responsibility of learning processes and knowledge development, both as students and professionals.

Text and reference books

- ⊕ Dalkir, K. (2011). *Knowledge management in theory and practice*. 2nd edition. Boston, MA: Elsevier/Butterworth Heinemann.
- ⊕ Easterby-Smith, M & Lyles, M.A. (2011). *Handbook of Organizational Learning and Knowledge Management*, 2nd edition, Wiley.