



*MISSION: Our mission is to advance responsible and impactful business knowledge. To achieve our mission, we develop life ready graduates and build global and local partnerships through ethical and innovative practices.*

## OVERVIEW

### Course Description

Knowledge is a distinct key to competitive business advantage. Knowledge Management sensitises you to the importance and practice of the development and management of non-tangible worth (principally human-based knowledge) in modern organisations. The need for systems thinking and reciprocal concern for both structures and processes is important for dealing with organisational change and development. Recognising graduate needs expressed by industry, the development and application of both technical and people management skills within Knowledge Management environments is emphasised. Critical discussion and analysis of key theoretical and practical aspects of knowledge management enhances problem solving and communication attributes valued within the profession.

### Contact Hours

#### Integrated Learning Session

Face to Face on Campus

A two (2) hour(s) integrated learning session

Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week.

### Unit Weighting

10

### Assumed Knowledge

MNGT1001 – Introduction to Management

### Workload

Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course.

Please refer to the course **CANVAS** site for details of teaching staff for ALL course offerings. The primary contact for courses is the Course Coordinator, whose details are listed on the course **CANVAS** site.

### Course Learning

### Outcomes

**On successful completion of this course, students will be able to:**

1. Explain the key theories and models that inform knowledge management.
2. Critically apply theory to organisations in order to identify and justify effective knowledge management strategies and activities.
3. Apply theory and systems thinking related to innovative organisations.
4. Access and evaluate current literature and research findings relating to Knowledge management.
5. Communicate clearly and effectively, incorporating varying formats and technologies.
6. Design problem solutions based upon research findings and critical assessment of current theory and practice.
7. Reflect upon different knowledge management paradigms and their value to the organisation.
8. Inform your practice by understanding the ethical and legal implications in managing knowledge.

# COURSE OUTLINE

# ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

	Assessment Name	Due Date	Involvement	Weighting	Learning Outcomes
1	Individual Assignment	Sunday Week 5 by 11:59 pm SGT	Individual	20%	1, 5, 7
2	Case Study Group Assignment	Sunday Week 10 by 11:59 pm SGT	Group	40%	1, 2, 3, 4, 5, 6, 8
3	Final Examination	Formal Exam Period	Individual	40%	1, 2, 3, 4, 5, 6, 7, 8

**Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.**

**Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.**

<b>Late Submissions</b>	The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. <b>Note:</b> this applies equally to week and weekend days.
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## Assessment 1 – Individual Assignment

<b>Assessment Type</b>	Individual written Assignment
<b>Purpose</b>	The purpose of this assignment is to assess students understanding of key terms/concepts, especially in relation to the practical implications for knowledge management in organisations
<b>Description</b>	Knowledge management (KM) is a jargon laden multifaceted area of learning and practice. For this assignment students will be given a list of terms, and must consider definitions, value statements and practical implications that relate these terms to KM. Each student will select four terms and critically analyse their importance to the practice of KM. The explanation of why each term was selected should provide a definition, and then focus on the value to practical application in KM, including providing support from the literature and real-life examples. Further information will be provided in class and via CANVAS.
<b>Weighting</b>	20%
<b>Length</b>	1500 words
<b>Due Date</b>	Sunday Week 5 by 11:59 pm SGT
<b>Submission Method</b>	Online
<b>Assessment Criteria</b>	To be advised on the course CANVAS site
<b>Return Method</b>	Online

## Assessment 2 – Case Study

<b>Assessment Type</b>	Written Assignment
<b>Purpose</b>	In groups (4 per group), you will specialise in a key area of knowledge management. In doing so you will address course learning outcomes: 1, 2, 3, 4, 5, 6, & 8. In order to properly engage with the differing areas that will help inform your area of specialisation, it is expected that you participate widely in all class and homework activities leading up to this assignment.
<b>Description</b>	In the first half of semester (up to and including Week 7), you will be provided a detailed overview of the primary areas of focus for Knowledge Management (NB: Weeks 7-11 will focus on aspects of integration and synergy). In the first half of semester (up to and including Week 7), you will be provided with a detailed overview of the primary areas of focus for Knowledge Management). For Assignment 2, you will be required, through a case study approach, to apply the primary areas of focus for KM from weeks 1-6 with integration and synergy of KM practice (weeks 1-12). In other words, this assignment will

allow you (in your group) to contextualise KM within the broader architecture of an organisation using a practical example.

- An overview of how to analyse KM from a case perspective.
- A review of application models.
- A comprehensive marking rubric.

Please note that while the context of each student's assignment may differ, a generic rubric covering all essential elements will be used.

<b>Weighting</b>	40%
<b>Length</b>	3000 words
<b>Due Date</b>	Sunday of week 10 by 11:59 pm SGT
<b>Submission Method</b>	Online
<b>Assessment Criteria</b>	To be advised on course CANVAS site
<b>Return Method</b>	Online
<b>Feedback Provided</b>	Online

### Assessment 3 - Final Examination

<b>Assessment Type</b>	Formal Examination
<b>Purpose</b>	The purpose of the assessment is to evaluate a student's knowledge of Knowledge Management theory, models, concepts, and proficiency in their application.
<b>Description</b>	<p>The final exam will evaluate the theoretical underpinnings and multi-disciplinary constructs of knowledge management as covered in course content from Weeks 1 through to 12. Specifically, the final exam will focus on the last four weeks of the course and future thinking for KM in practice and theory.</p> <p>This course has a <b>RESTRICTED OPEN BOOK</b> examination. A memory aid is permitted. The memory aid is a single double sided A4 sheet of handwritten or typed notes for use during the examination. Note: memory aids must be left on the examination table and cannot be removed from the examination venue.</p>
<b>Weighting</b>	40%
<b>Length</b>	120 minutes
<b>Due Date</b>	Formal Exam Period
<b>Submission Method</b>	Formal Examination
<b>Assessment Criteria</b>	<p>The following three (3) assessment Criteria will be applied:</p> <ul style="list-style-type: none"> <li>- Level of insight demonstrated in relation to the question.</li> <li>- Level of analysis exhibited (this includes both breadth and depth of analysis).</li> <li>- Level of written expression (including semantic fluency, grammar, spelling and punctuation and overall cogency of your prose).</li> </ul>
<b>Return Method</b>	Not Returned
<b>Feedback Provided</b>	No Feedback. Examination scripts will not be returned to students. Final examination scripts will be made available for review by students, upon request, in a controlled and monitored setting. Students are required to make request, directly to the relevant course coordinator. Completed examination scripts are kept by the Newcastle Business School for a period of six (6) months only, from the relevant fully graded date. Requests made after the six (6) month period <b>cannot</b> be considered.

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# SYLLABUS

## Course Content

### Topics in the course include but are not limited to the following:

1. Structural arrangements that maximise the effectiveness of knowledge management practices in different organisations and organisational types.
2. Informal arrangements that maximise the effectiveness of knowledge management practices in different organisations and organisational types.
3. Human resource practices that maximise the effectiveness of knowledge management practices in different organisations and organisational types.
4. Information technologies to enable knowledge management.
5. Conditions for maximising creativity and innovation within organisations.
6. Organisational intellectual capital and its value in organisations.

## Course Materials

### Required Text:

Massingham, P. (2020) *Knowledge Management: Theory in Practice*, Sage, London.  
Dalkir

**ISBN:** 978-1-4739-4820-4

An additional Readings list will be provided on the course CANVAS site.

# SCHEDULE

Week	Topic	Class Preparation	Assessment
1	Introduction to course: Introduction to knowledge management	Read Chapters 1 and 2	Workshop Activity
2	The value of knowledge	Read Chapter 4	Workshop Activity
3	Organisation learning and learning organisation	Read Chapter 8	Workshop Activity
4	Capturing knowledge and knowledge sharing;	Read Chapter 9	Workshop Activity
5	Organisational systems and systems thinking	Read Chapter 11	Workshop Activity  <b>Assessment 1 due:</b> Sunday of Week 5 by 11:59 pm SGT
6	Knowledge management practice Introduction to your Case Study assignment	Case study readings as advised via CANVAS	Workshop Activity
7	Knowledge strategy	Read Chapter 5	Workshop Activity
8	Measuring the performance of knowledge management and measuring knowledge loss	Read Chapters 3 and 6	Workshop Activity
9	Using knowledge	Read Chapter 7	Workshop Activity
10	Knowledge productivity	Read Chapter 10	Workshop Activity  <b>Assessment 2 due:</b> Sunday of Week 10 by 11:59 pm SGT
11	International business management and knowledge management across cultures	Read Chapter 12	Workshop Activity
12	What next for knowledge management?	Read Chapter 13	Workshop Activity
13	Course revision and course review		Final Examination Preparation

If a lecture/class is scheduled on a public holiday, a make-up lecture may be announced by the course coordinator on the course CANVAS site.

# CONTACTS

## School Offices

### Newcastle Business School – Callaghan, Newcastle City & Online

NU Space  
409 Hunter Street  
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### PSB Academy Enquiries

Log your question or request to the PSB Program Executives at the following website:  
<http://www.psb-academy.edu.sg/eng>  
+65 6390 9000

### Newcastle Australia Institute of Higher Education Pte Ltd

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+65 6221 3306

# ADDITIONAL INFORMATION

## Grading Scheme

This course is graded as follows:

Range of Marks	Grade	Description
85-100	High Distinction (HD)	Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives.
75-84	Distinction (D)	Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives.
65-74	Credit (C)	Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes.
50-64	Pass (P)	Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes.
0-49	Fail (FF)	Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action.

\*Skills are those identified for the purposes of assessment task(s).

<b>Communication Methods</b>	Communication methods used in this course include: <ul style="list-style-type: none"> <li>- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.</li> <li>- Email: Students will receive communications via their student email account.</li> <li>- Face to Face: Communication will be provided via face to face meetings or supervision.</li> </ul>
<b>Course Evaluation</b>	Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.
<b>Oral Interviews (Vivas)</b>	As part of the evaluation process of any assessment item in this course an oral examination (viva) may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the <a href="#">Oral Examination (viva) Procedure</a> . In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the <a href="#">Student Conduct Rule</a> .
<b>Academic Misconduct</b>	All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and in all locations. For the Student Academic Integrity Policy, refer to <a href="https://policies.newcastle.edu.au/document/view-current.php?id=35">https://policies.newcastle.edu.au/document/view-current.php?id=35</a> .
<b>Adverse Circumstances</b>	The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where: <ol style="list-style-type: none"> <li>1. the assessment item is a major assessment item; or</li> <li>2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;</li> <li>3. you are requesting a change of placement; or</li> <li>4. the course has a compulsory attendance requirement.</li> </ol> Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at: <a href="https://policies.newcastle.edu.au/document/view-current.php?id=236">https://policies.newcastle.edu.au/document/view-current.php?id=236</a>
<b>Important Policy Information</b>	The Help button in the Canvas Navigation menu contains helpful information for using the Learning Management System. Students should familiarise themselves with the policies and procedures at <a href="https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures">https://www.newcastle.edu.au/current-students/no-room-for/policies-and-procedures</a> that support a safe and respectful environment at the University.

*This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.*

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