SYLLABUS
IS 541 Knowledge Management
School of Information Sciences
College of Communication & Information
Fall 2018

Instructor: Ash Avasty
Place/Time: Zoom: Tuesday 6:30 PM to 9:15 PM each week https://tennessee.zoom.us/j/873564852
Office/Hours: by appointment
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COURSE DESCRIPTION

This course focuses on how knowledge is created, captured, represented, stored and reused so as to fully leverage the intellectual assets of a firm.

The tools and techniques for knowledge acquisition, assessment, evaluation, management, organization and dissemination are applied to business situations. Topics include knowledge generation, knowledge coordination and codification, knowledge transfer and reuse, technologies and knowledge management and knowledge management strategies.

The goal is to enable you to learn about this practice in the context of managing the design, development and operation of information technologies that can facilitate KM.

STUDENT OUTCOMES:

Upon satisfactory completion of this course, students will: -

1. Analyze the role of knowledge management in attainment of financial objectives, quality and process improvement, and innovation.

2. Apply knowledge management models and technologies to business situations.

3. Use a knowledge management system for an organization.

4. Create a knowledge management plan to leverage opportunities to create, capture, represent and share knowledge within an organization.

COURSE DESIGN

The course adopts an active learning approach. Students are required to complete all required readings, attend all class lectures, complete graded activities and assignments, and participate in all class activities, including teacher-led and student-led discussions, and small-group and individual activities. All required readings are listed in the Course Outline section of this syllabus. Optional readings are also provided. While not required, you may find it helpful to consult these optional readings when completing select assignments.

COURSE REPOSITORY

Canvas (https://oit.utk.edu/teachingtools/online/student-resources/) is the official Web-based courseware to manage the course and facilitate communication between the instructor and the students. Each team project may establish a group page for collaboration.

The syllabus and other course-related information is available on the Canvas system Online@UT at https://utk.instructure.com/ This system provides support for asynchronous communications for the course. You will need your NetID and password to access the materials at Online@UT.

System and browser recommendations can be found at http://online.utk.edu/system_req.shtml. This page also provides links to other information about the system.

ABOUT TEXTBOOK:
We will use *Knowledge Management in Theory and Practice* - 2nd edition by Kimiz Dalkir:

Title of the book   - *Knowledge Management in Theory and Practice* - 2nd edition
ISBN #978-0-26201508-0
Author – Kimiz Dalkir
Copyright year - Publication Date: 2011
Publisher – THE MIT Press

COMMUNICATION

I am required to communicate with you through your UTK email address. If you prefer to use another address, consult the OIT Helpdesk to obtain directions for forwarding your UTK mail to your preferred address if you don't wish to check both accounts.

COMPUTING REQUIREMENTS

You must have adequate computing skills, including but not limited to use of word processing, Web browsers, e-mail, listservs, Canvas, and Zoom software. You must learn how to submit your assignments using Canvas. Office of Information Technology (OIT) provides training classes in using varied technologies for students at no charge (advance registration is required).
You must obtain a UT email account and subscribe to the SIS student listserv. In addition, you must have the PowerPoint Reader or the regular PowerPoint software installed on your computer in order to download the lecture notes from Canvas.

CLASS ATTENDANCE POLICY

Include policies and procedures, e.g.

It is assumed that each student be present and speak in class -- the equivalent of a "B" grade for "participation." Missing more classes or failing to participate will lower your grade; frequent participation will raise the grade.

Regular attendance is required and necessary. A substantial portion of your grade will be based on in-class work and participation. Unexplained absences will affect your grade. Contact me as soon as possible if you cannot attend class. If you will be absent from class, you must:

- Inform me in advance or as soon as possible after class

- Submit any work due from the missed class period

- Listen to class recording

- Obtain notes, handouts, etc. from Canvas

- Check with classmates for notes, announcements, etc.

Acceptable reasons for absence from class include:

- Illness

- Serious family emergencies,

- Special curricular or job requirements (e.g., judging trips, field trips, professional conferences),

- Military obligation,

- Severe weather conditions,

- Religious holidays

- Participation in official university activities such as music performances, athletic competition or debate

- Obligations for court imposed legal obligations (i.e., jury duty, subpoena)

Missing more than one class meeting for reasons other than those listed above will have a negative impact on your course participation grade.

INCLEMENT WEATHER

"*The chancellor (or appointed representative) may officially close or suspend selected activities of the university because of extreme weather conditions. When a decision to close is made, information is distributed to the campus community, shared with local media, and posted on the front page at http://utk.edu.* (Hilltopics, p. 55)(http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf). SIS will cancel classes when UT is closed. Please check the SIS student listserv (UTKSIS-L@LISTSERV.UTK.EDU) for messages about closing.

DISABILITIES THAT CONSTRAIN LEARNING

Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services (ODS) at 865-974-6087 in 100 Dunford Hall to document their eligibility for services. ODS will work with students and faculty to coordinate reasonable accommodations for students with documented disabilities.

CIVILITY

Civility is genuine respect and regard for others: politeness, consideration, tact, good manners, graciousness, cordiality, affability, amiability and courteousness. Civility enhances academic freedom and integrity, and is a prerequisite to the free exchange of ideas and knowledge in the learning community. Our community consists of students, faculty, staff, alumni, and campus visitors. Community members affect each other's well-being and have a shared interest in creating and sustaining an environment where all community members and their points of view are valued and respected. Affirming the value of each member of the university community, the campus asks that all its members adhere to the principles of civility and community adopted by the campus: http://civility.utk.edu/.

CCI DIVERSITY STATEMENT

The College of Communication and Information recognizes that a college diverse in its people, curricula, scholarship, research, and creative activities expands opportunities for intellectual inquiry and engagement, helps students develop critical thinking skills, and prepares students for social and civic responsibilities. All members of the College benefit from diversity and the quality of learning, research, scholarship and creative activities is enhanced by a climate of inclusion, understanding and appreciation of differences and the full range of human experience. As a result, the College is committed to diversity and equal opportunity and it recognizes that it must represent the diversity inherent in American society. The College is acutely aware that diversity and fairness are foundations that unite the College's faculty, staff, students, and the larger communication and information community.

ACADEMIC INTEGRITY

Students should be familiar and maintain their *Academic Integrity* described in
http://hilltopics.utk.edu/files/Hilltopics%202015-16.pdf , p. 15 as: "*Study, preparation and presentation should involve at all times the student's own work, unless it has been clearly specified that work is to be a team effort. Academic honesty requires that the student present his or her own work in all academic projects, including tests, papers, homework, and class presentation. When incorporating the work of other scholars and writers into a project, the student must accurately cite the source of that work.*"

Students should abide by the ***Honor Statement*** described in the same Hilltopics, p. 73:

 "*An essential feature of The University of Tennessee is a commitment to maintaining an atmosphere of intellectual integrity and academic honesty. As a student of the University, I pledge that I will neither knowingly give nor receive any inappropriate assistance in academic work, thus affirming my own personal commitment to honor and integrity.*"

PLAGIARISM

Plagiarism in any of its several forms is intolerable, and attention to matters of documentation in all written work is expected and required. Inadvertence, alleged lack of understanding, or avowed ignorance of the various types of plagiarism are not acceptable excuses.

Specific examples of plagiarism are:

1. Copying without proper documentation (quotation marks and a citation) written or spoken words, phrases, or sentences from any source;

2. Summarizing without proper documentation (usually a citation) ideas from another source (unless such information is recognized as common knowledge);

3. Borrowing facts, statistics, graphs, pictorial representations, or phrases without acknowledging the source (unless such information is recognized as common knowledge);

4. Collaborating on a graded assignment without the instructor's approval;

5. Submitting work, either in whole or in part, created by a professional service and used without attribution (e.g., paper, speech, bibliography, or photograph).

Students who may be unsure of the nature of plagiarism should consult the instructor or a guide for writing research reports. (Additional resources are available at http://www.lib.utk.edu/instruction/plagiarism.)

Infractions of academic integrity are penalized according to the severity of the infraction but **may include a course grade of "F."**

ASSIGNMENTS AND GRADING

Student work is assigned a grade based on quality of thought and writing style, thoroughness of research and of references, appropriateness of length, and originality. Only exceptional work will receive an "A" grade. Papers that

are received after the due date will be assigned a lower grade than would otherwise be received. All sources must be cited, quotations must be in quotation marks and attributed correctly. Not doing so constitutes plagiarism.

PREPARATION OF WRITTEN WORK

- I prefer that you use either APA or CMS documentation styles.
- All sources must be cited, quotations must be formatted and attributed correctly. Not doing so constitutes plagiarism.
- Grades for assignment submissions that include incomplete in-text citations or reference lists will be lowered by one-half grade level (e.g., an assignment that would have received 17/20, or an 85/100: B, will be lowered to 16/20, 80/100: B-).
- All assignments must be word-processed and **include your name**, date, and class number (552).

DUE DATES AND LATE ASSIGNMENTS

Assignments should be submitted to the "assignments" area of Canvas and are due (officially) at 11:59 p.m. EST on the due date listed on the syllabus. I will download the submissions from Canvas early the next morning. **I will ONLY download assignments from Canvas ONCE.** Therefore, if your assignment is not ready by the deadline…

- You must send me an email informing me that your assignment will be late. **Not doing so will result in a one-point deduction for each day I don't hear from you.**
- When it's ready, you must submit it to me via email, as an attachment
- One point will be deducted for each 24-hour hour period the assignment is not turned in.

INCOMPLETES

Based on adopted University of Tennessee-Knoxville and SIS policy, a grade of *I* (Incomplete) is reserved for emergencies that prevent the student from completing the course on time. Incompletes are granted only under "the most unusual of circumstances" and solely at the discretion of the instructor. Plan your semester's course of study carefully to insure sufficient time to complete the required work.

For students who simply "disappear" without contacting the instructor and without completing the required form, an "F" is submitted.

ASSIGNING GRADES

Please note that I do not assign letter grades for individual assignments, but will mark your paper with my comments and provide a point score based on the possible points earned for that assignment. If you'd like to compute a letter grade based on the score provided, divide your score by the total points possible for the assignment and refer to the scale on pp. 5-6 of the syllabus for the corresponding letter grade. For example, if you earned 23/25 points on an assignment, your percentage grade would be 92. Your final grade will be based on total points earned/total possible points over the course of the semester.

EVALUATION

+Semester grades will be assigned according to the following scale:

A	93≤	(4 quality points per semester hour) superior performance.
A-	90-92.75	(3.7 quality points per semester credit hour) intermediate grade performance.
B+	88-89.75	(3.5 quality points per semester hour) better than satisfactory performance.
B	83-87.75	(3 quality points per semester hour) satisfactory performance.
B-	80-82.75	(2.7 quality points per semester credit hour) intermediate grade performance.
C+	78-79.75	(2.5 quality points per semester hour) less than satisfactory performance.
C	70-77.75	(2 quality points per semester hour) performance well below the standard expected of graduate students.
D	60-69.75	(1 quality point per semester hour) clearly unsatisfactory performance and cannot be used to satisfy degree requirements.
F	59.75≥	(no quality points) extremely unsatisfactory performance and cannot be used to satisfy degree requirements.
I		(no quality points) a temporary grade indicating that the student has performed satisfactorily in the course but, due to unforeseen circumstances, has been unable to finish all requirements. An I is not given to enable a student to do additional work to raise a deficient grade. The instructor, in consultation with the student, decides the terms for the removal of the I, including the time limit for removal. If the I is not removed within one calendar year, the grade will be changed to an F. The course will not be counted in the cumulative grade point average until a final grade is assigned. No student may graduate with an I on the record.
S/NC		(carries credit hours, but no quality points) S is equivalent to a grade of B or better, and NC means no credit earned. A grade of Satisfactory/No Credit is allowed only where indicated in the course description in the _Graduate Catalog_. The number of Satisfactory/No Credit courses in a student's program is limited to one-fourth of the total credit hours required.
P/NP		(carries credit hours, but no quality points) P indicates progress toward completion of a thesis or dissertation. NP indicates no progress or inadequate progress.
W		(carries no credit hours or quality points) indicates that the student officially withdrew from the course.

COURSE EVALUATION

You will be invited to evaluate the course at the end of the term. Please participate in this valuable process. I also invite your comments throughout the course and read all comments, suggestions, and recommendations.

ASSIGNMENTS

MS-Word software is needed to complete your work. You may convert your work to pdf file. All assignments must be submitted to Canvas. **Assignment must not be emailed to the instructor.**

> *Exception – if for some reason the Canvas is down or un-available for extended period of time and the assignment due date is looming then and only then Assignments can be emailed to the instructor.*

Assignments (Digital Drop Box will not be used for this course). The instruction for each assignment can be found in the folder for the assignment, where you will also submit your file.

You must hit **submit** button to transmit the uploaded file so that the instructor can see the submissions. You can save work-in-progress until you are ready to **submit**. If you need to replace a previously submitted assignment, contact my GA or me to delete the file so that you can **submit** again. Please keep a copy of your assignments in case of file corruption or Canvas crash

1. *Class Attendance & Participation (15%) – 15 classes – 1 point each –* <mark>15 points total.</mark>
Prepared attendance is important for this course given the nature of the subject. Students are expected to have read the material before the class and actively participate in-classes and outside of classes.

If you must miss a class for whatever reasons, you are still responsible for the material covered. Each class session is recorded. In the event you miss a class please make sure to review the recording of the missed class before attending the next class.

      1 a. - In-Class Discussions–

        a. There will be 6 Class Discussion (@ Weeks 2/4/6/8/10/12). Topics of the discussion can be introduced either ahead of time or they can be introduced during the class. The students will be divided into separate groups and will discuss/brainstorm ideas in their specific Canvas rooms and will rejoin the main class to share their findings with the class. These class discussions have no impact on any assignment specific points but they do contribute towards class participation. These class discussions will provide valuable insight into student's class participation and knowledge sharing/gaining and hence will impact the grades for class participation and they are the discretion of the instructor

2. *KM Diary Entry of Knowledge Management Experience (15%) - 3 entries - 5 points each –* <mark>15 points total</mark>

Each student is required to maintain a semester long KM Experience Diary based on the below three underlying themes for this course. You can write on any of the 3 themes as long as they are all covered. The sequence of these does not matter:

    a. Behavioral, social, cultural, organizational and technical factors are responsible for successes (or alternatively, for failures) of any information system, including KM systems.

    b. There is a difference between data and information, and knowledge. Moreover, knowledge resides in both tacit and explicit forms.

c. Organizations learn. It is unclear whether organizational learning takes place only through individual actions or if it can also be identified as something different than the sum of the individual knowledge bases.

The KM Diary Entry can be created based on something you have read, a seminar or conference you have participated in, any specific campaign or professional work experience you have completed. Each entry should be <mark>at least 300 words</mark> or more.

3. *Assignments (45%) – 3 Assignments - 15 points each -* <mark>*45 points total*</mark>

There will be 3 Assignments of 15 points each. The assignments aim to review concepts and reinforce understanding. In your answer sheets, just number the answers according to the questions. If you need to draw any diagrams, include any graphics or table please feel free to do so.

4. Group Final Presentation *(25%) –* <mark>*25 points for each member of the Group*</mark>

Select a topic from the list and then detail the following (i to vi):
a) Knowledge Management in Customer and Market Analysis
b) Knowledge Management in Internet Search Engine Optimization
c) Knowledge Management in Data Analytics and Business Impact
d) Knowledge Management in Innovation and technological advancements

For the Selected topic discuss the following points – *(not less than 1250 words total @ 250 words per page – 5 pages min)*
i. Detailed Description of the area of application e.g. SEO or Data Analytics or technological advancements etc.
ii. Role of KM in the area application
iii. Primary Influencers to KM – detail the impact / influence
iv. Examples of KM implementation in the area of application(Site details of at least 2 Case Studies)
v. Challenges
vi. Future Trends

INSC 541 Fall 2018 Schedule – Class occurs every Tuesday 6:30 PM to 9:15 PM EST (Online ONLY)

Week	Date	Topic	Assignments
1	Aug 28th 2018	Course Introduction and Chapter 1	
2	Sep 4th 2018	Chapter 2 – KM Cycles **Half Time Class Discussion –** *"What are the ways (people/process/technology) to preserve institutional knowledge in the corporate sector?"* a) People - Identify Skills that need to be introduced / needed that will help preserve the institutional knowledge b) Process - Identify process (Company	<mark>Socialize Assignment 1</mark>

		practices / team practices) that if put in place will help preserve the institutional knowledge c) Technology - Identify Software that if adopted will help preserve the institutional knowledge	
3	Sep 11th 2018	Chapter 3 – KM Models	KM Diary Entry 1 Due – 5 Points
4	Sep 18th 2018	Chapter 4 – Knowledge Capture and Codification **Half Time Class Discussion –** *"Knowledge repositories should be free public domain and should not be monetized "* a) Pick a stance : Yes or No b) Discuss your stance w/ points of arguments	KM Assignment 1 Due - 15 Points
5	Sep 25th 2018	Chapter 5 – Knowledge sharing and Communities of Practice –	Socialize Assignment 2
6	Oct 2nd 2018	Chapter 6 - Knowledge Application and KM tools **Half Time – Class Discussion** *"Social Media campaigns at international level are knowledge based revolutions"* a) Identify an International event that qualifies the above statement. b) What were the significant Knowledge contributors to the event? c) Assessment of Tacit verses Explicit Knowledge – which played the key role and why?	KM Diary Entry 2 Due – 5 Points
7	Oct 9th 2018	Chapter 7 – Role of Organizational Culture Read the Essay for Next Class Discussion The Importance Of Organizational Culture To Strategic Management The Importance Of Organizational Culture	KM Assignment 2 Due- 15 Points
8	Oct 16th 2018	Chapter 8. KM Tool Kit **Half Time – Class Discussion** *"Importance Of Organizational Culture in Strategic Management"*	Socialize Assignment 3
9	Oct 23rd 2018	Chapter 9 – KM Strategy	

10	Oct 30th 2018	Chapter 10 – Value of Knowledge Management **Half Time – Class Discussion** *"How can Knowledge Management Impact and enhance the Decision Making process?"*	KM Diary Entry 3 Due – 5 Points
11	Nov 6th 2018	Chapter 11 - Organizational Learning and Memory	

12	Nov 13th 2018	Chapter 12 – The KM Team
		
		Half Time – Class Discussion
		
		Discuss the following for KM
		    a) Primary benefits
		    b) Pre-requisites for companies to adopt KM practice
		    c) Challenges in adoption
		    d) *Knowledge Management and AI/ Analytics*
			KM Assignment 3 Due 15 Points

13	Nov 20th 2018	Chapter 13 – Future Challenges for KM Industry Applications and Career Options	
14	Nov 27th 2018	Prep time for Final Presentation	
15	Dec 4th 2018	Final Presentations based on a topic of Choice	Final Presentation Due 25 Points
		15 Class Attendance In-Class Participation = 1 pt/Class	15 Points
		3 KM Diary Entry = 5 pt/Entry	15 Points
		3 KM Assignments = 15 pt/ Assignment	45 Points
		KM Final Presentation = 25 Points	25 Points
		Total	**100 Points**