

Subject: **Knowledge Management (Gestão do Conhecimento)**

Instructors:

Paulo Cardoso do Amaral, PhD
Bruno Marques, Msc, MBA

Objectives:

This course introduces knowledge as one of the most important assets in organizations. Future managers should deeply understand the importance of knowledge and knowledge management in organisational success. The first step is to understand what knowledge is, both individually as well as collective knowledge. After understanding knowledge, the student is introduced to the learning strategies that acquire and create knowledge, and to use the right technology as well. Because knowledge is a scarce resource, it is also valuable both for people and organizations. The future manager has to understand the strategic implications of knowledge management, to find out the right management strategies and the most appropriate learning abilities to the strategic positioning of the company. Finally, the future manager should address the collective sharing, learning and knowledge creation. The course ends considering the importance of learning organisations.

Methodology:

This course will have two weekly sessions, one lecture and a lab session. The lab session will discuss and train the most important aspects of the knowledge management theory.

Course Description:

- I .DISCOVERING KNOWLEDGE
 - What is knowledge
 - Introduction to knowledge management
- III. GENERATING KNOWLEDGE
 - Organisational learning
 - Knowledge management tools
- IV. EVALUATING KNOWLEDGE
 - Knowledge management systems
 - Strategic management perspectives
- V. SHARING KNOWLEDGE
 - Knowledge management and culture
 - Change management
- VI. LEVERAGING KNOWLEDGE
 - Knowledge management in the learning organisation
 - Intellectual capital

Readings:

Main Textbook

Knowledge Management: An integrated approach, Ashok Jashapara,, Financial Times Prentice Hall 2004

Complementary readings

Capital Conhecimento, Paulo Cardoso do Amaral e José Maria Pedro, Universidade Católica Editora, 2005.

Grading:

Final Test and Final Exam

- There will be a final test at the end of the course
- The final test will cover the complete set of concepts lectured during the course
- There will be a final exam for all students that did not get approved during the final test or that had less than 8 in the same test. The grade of the final exam will replace that of the final test.

Group work

- Each student will answer three small cases to test continuously their learning objectives.
- Groups will be formed to present and discuss final assignment.
- Each group will develop a practical field work analysis which will be presented in the end of the course. This work is composed by a questionnaire and a final report based on the situation found at the addressed enterprise with the questionnaire and the recommendations for a comprehensive knowledge management approach.
- This final assignment will be developed and presented in two different sessions:
 - Session #1: Diagnostic Phase
 - General Description of the Company studied
 - Questionnaire's results
 - KM Diagnostic and Organizational *Gaps*
 - Session #2: Recommendations
 - Diagnostic Overview
 - KM Strategy
 - KM Action Plan

Final grade

- Final grade = (final test or final exam* 50%) + (final report – Phase I Diagnostic * 15%) + (final report – Phase II Recommendations* 15%) + (individual practical grade * 20%)
- Students will pass the course if the final grade is greater or equal to 9,5 and the final test or final exam is greater or equal to 8.