

Code	SSC 21101	ECTS Credit	7.5	HUN Credit	6
Module Title:	KNOWLEDGE MANAGEMENT				
Term:	fall				
Module Leader:	Dr. Edit Bányai associate professor and Brigitta Szabó-Bálint assistant lecturer	Office Hours:	Dr. Edit Bányai: Tuesday 11:00-12:00 Brigitta Szabó-Bálint: Thursday: 13:00-14:30		
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Short Description:	This module builds on the theoretical and methodological foundation provided by the Organizational Behaviour and Human Resource Management module of the BA Programme and is designed to make students aware of the importance of knowledge and talent in the value production of organizations, and prepare them to be able to critically deal with issues in this field.				
Sessions (weeks):					
1	Introduction to the semester program. Creating a common understanding, goals and expectations. Team formation. Clarification of results and requirements. Introduction to knowledge management. Critical insight over the different approaches to knowledge management. Trends, problems and solutions. Chapter 1-2 SZBB				
2	The nature of knowing. Basic KM definitions (knowledge, learning, memory, knowledge management etc). The dimensions of knowledge. Knowledge management strategy. Chapter 1-2 SZBB				
3	Creating knowledge: organizational learning Chapter 5 BE				
4	Learning organization. Organizations as open learning systems. What do influence success of companies? The transformation of resources to performance. What creates a learning organizational culture? The learning organization concept. System dynamics and system thinking basics. Chapter 6 SZBB				
5	Knowledge management tools (tools for capturing, evaluating, sharing knowledge) Chapter 7 BE				
6	Developing knowledge-sharing and talent-focused culture Chapter 9 BE				
7	Type and measurement of intellectual capital. Chapter 3 The evaluation of human capital. Guest lecturing				
8	The relationship between knowledge management and other management fields. Macro and micro context of talent management. Talent management as a strategic issue in knowledge and performance focused organizations. (war for talent, employer branding, etc) SZBB				
9	Implementing knowledge management. The issues of leading people in knowledge-based organizations. Chapter 10 BE				
10	Talent management process and practices. (attracting, developing and retaining the right talent, succession planning) SZBB				
11	Project presentation				
12	Project presentation				
Rationale Including Aims:	The subject is aimed to provide students with knowledge, which they can use successfully in their future career. For this reason, it is important to introduce the newest and				

	<p>significant knowledge and talent management concepts. A special focus is placed on the practical aspects and application of the issues covered in the framework of this course.</p> <p>Aim is to develop students' ability to create and sustain an organizational culture and environment that is driven by intellectual capital, learning capabilities and knowledge.</p>
<p>Learning Outcomes: Knowledge</p>	<p>At the end of the module successful students will be able</p> <ul style="list-style-type: none"> - to understand importance of knowledge and talent in the value production of organizations and critically evaluate the different approaches to knowledge and talent management. - to differentiate between human, structural, social, relationship and intellectual capital and explain the appropriateness of their use in any strategy for enhancing organizational learning and knowledge. - to understand and apply appropriate methods to evaluate critical knowledge and talent management processes in the organizational context, so as to demonstrate their impact on the achievement of organizational goals.
<p>Learning Outcomes: Skills</p>	<p>By the end of this module successful students will be able to evaluate critically theories and practice of knowledge and talent management, apply different concepts and also to solve such problems in organizations where they work.</p>
<p>Teaching and Learning Strategies:</p>	<p>In order to reach the goals set above, the lecture, which provides critical insight of the topic, will always be supported by in-class presentations and/or case studies, and home assignments. Students are expected to read the material before class since active participation in class discussions is a requirement. By analyzing the elected cases students develop their problem solving capabilities and improve their skills in this field.</p>
<p>Assessment Scheme:</p>	<p>Classroom work and homework assignment: 50 %</p> <ul style="list-style-type: none"> • Individual work: 10 % • Group work: 20 % • Project work (group work): Comparison of Global Companies' Knowledge Management Practices 20%; <p>Exam: 50 %</p> <p>Bonus points: max. 10</p> <ul style="list-style-type: none"> • During the semester students can earn 10 extra points with active participation and meaningful comments. They can get max. 2 points per class. It will be only considered if the student reaches 51 % from the total score.
<p>Further on Assessment:</p>	<p>Classroom work includes case studies with assignments to be solved partly individually partly as group work</p> <p>The exam is a closed book exam based on the topics covered during the semester.</p>
<p>Core Learning Materials:</p>	<ul style="list-style-type: none"> • Jashapara, Ashok (2011): Knowledge management. An Integrated Approach. Pearson, Prentice Hall. <ul style="list-style-type: none"> ○ Chapters: 1, 2, 3, 5, 6, 7, 9, 10 • Hatum, Andrés (2010): Next generation talent management: talent management to survive turmoil, pp. 37-123. • King, K. A. – Vaiman, V. (2019): Enabling effective talent management through a macro-contingent approach: A framework for research and practice. BRQ Business Research Quarterly, Volume 22, Issue 3, pp. 194-206. https://doi.org/10.1016/j.brq.2019.04.005. • Slides of the lectures

<p>Optional Learning</p> <p>Material:</p>	<ul style="list-style-type: none"> • Davenport T.H., De Long D.W., Beers M.C., (1998): Successful Knowledge Management Projects • Lehner, F and Haas, N. (2010)“Knowledge Management Success Factors – Proposal of an Empirical Research” in: Electronic Journal of Knowledge Management Volume 8 Issue 1 (pp79 - 90), available online at www.ejkm.com • Nonakai, I., 2007: The Knowledge Creating Company. In: Harvard Business Review, 2007, Júl-Aug. 162-171 pp. • Wang Sheng, , Raymond A. Noe, 2010: Knowledge sharing: A review and directions for future research. in: Human Resource Management Review 20 (2010) 115–131 • Zack M., H.,- 1999: Developing a Knowledge StrategyCalifornia Management Review Vol. 41, No. 3 Spring 1999. 125-145 pp. • Cappelli, Peter (2008): Talent Management for the Twenty-First • Dobrai, Katalin – Farkas Ferenc (2009): Knowledge Creation in the co-operation between Knowledge-Intensive Business Services and Client Organizations – A Theoretical Approach. In: Advances In Management, India, 2(6), pp. 7-12. • Dobrai, Katalin (2008): Knowledge-Related Issues in Human Resource Management. Proceedings of the International Conference: “New Trends and Tendencies in Human Resource Management – East Meets West”, Pécs, Hungary, 13-14, June, 2008 CD: ISBN 978-963-642-3 • Dobrai, Katalin and Farkas, Ferenc (2008): Knowledge-Based Organizations: Examining Knowledge Processes in Public-Serving Nonprofit Organization. International Journal of Knowledge, Culture and Change Management (Common Ground Publishing, Australia) Volume 8, Issue 2, pp. 9-22. • Ready, Douglas A. – Conger, Jay A. (2007): Make your company a Talent Factory, HBR, June 2007, 68-77 • Schiemann, William A.: Reinventing Talent Management. How to Maximize Performance in the New Marketplace. Wiley 2009. • Schmidt, Martin and Schmidt, Conrad (2010): How to Keep your Top Talent. HBR, may, 54-61. • Dobrai Katalin (2011): The Role of Organizational Culture in Knowledge Management. Proficient – an International Journal of Management, Aug. pp. 21-33. <p>List of articles may change</p>
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