**Course Syllabus**

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| Title of the course | **Knowledge and Information Management** |
| Title of the Academic Programme  | Management and Analytics for Business |
| Type of the course  | Compulsory |
| Prerequisites | General Management |
| ECTS workload | 4 |
| Total indicative study hours | Directed Study | Self-directed study  | Total |
| 56 | 96 | 152 |
| Course Overview | The course “Knowledge and Information Management” introduces basic concepts and ideas on knowledge acquisition, creation and externalization in modern organization. The main aim of the module is to enable students to acquire a critical understanding of knowledge as a driver of organization inimitable strategic capabilities; to learn how to measure knowledge resources; to develop analytical thinking when doing investments in knowledge resources; to apply econometrics for better understanding performance effect of company knowledge. This course addresses different aspect of knowledge management: knowledge taxonomies, SECI model and its applications, knowledge driven value creation, polarity management and learning organization. The course contains three group projects. The first project is based on a particular company, the second presents research case using the database of international companies, the third one is organized as a computer simulation of managerial decisions with regard to human resources.  |
| Intended Learning Outcomes (ILO) | After the course the students should be able to:* Identify knowledge resources of a company and describe their specific features;
* Recognize ambiguous nature of knowledge and specify polarity strategies
* To measure knowledge resource;
* To estimate performance effect of knowledge resources using different econometric techniques;
* To justify research question in the field of Knowledge and Information Management;
* To link management decisions considering staffing, wages, training with company outcome such as productivity, unit labor cost, turnover, morale, grievances.

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| Teaching and Learning Methods | The course format is based on interactive teaching style with intensive student participation. It combines lectures, class discussions, analysis of cases, readings, discussion of academic papers. Video presentations of well-known experts on knowledge and information management are included in traditional lectures (for example in ted format). The students are invited to participate in the scientific workshops of International Laboratory of Intangible-driven Economy (IDLAB, <https://idlab.hse.ru/en/>). For each of three topics of the course the author employs the integrated approach presenting theoretical background, best practices, and recent empirical studies. Moreover, in the framework of the course there are three group student projects which motivate students to collaborate with each other, to study theory in practice and to develop presentation skills. The first project “Intellectual capital of a company: role, measurement, management” focuses on developing measuring skills for effective IC management. The students get an opportunity to justify their decisions from economic and financial point of view; as well they develop skills to apply business management concept to real world scenario. The second project “Research case” allows the students to improve analytical skills using unique databases of IDLAB and replicating the estimations from published papers in peer-reviewed scientific journals. The students have a chance to get knowledge about recent studies as well as seminal papers in investigated field; and to undertake their own research. The third project is based on computer simulation of managerial decisions in the field of human resources. The students obtain an opportunity to experience dynamic environment and rival pressure in labor market; to reveal employee reaction to human resource practices.  |
| Course Content | What is knowledge and intellectual capital? Why is it important?How to measure knowledge?How to create new knowledge? Western and Eastern approach.What is Knowledge Management Strategy? Polarity ManagementWhat is Information Management? |
| Indicative Assessment Methods and Strategy  | Final assessment (20%): group report on HRManagement simulation Intermediate assessment (80%): Project “Intellectual capital of a company: role, measurement, management” (40%)Research case (30%)Class activities (10%), including case studies, teamwork results, assignments, presentations. |
| Readings / Indicative Learning Resources | Mandatory1. Argote L. 2012. Organizational Learning and Knowledge Management, [The Oxford Handbook of Organizational Psychology, Volume 2](http://proxylibrary.hse.ru:2131/view/10.1093/oxfordhb/9780199928286.001.0001/oxfordhb-9780199928286), *Edited by S.W.J. Kozlowski,*Access online (NRU HSE): <http://proxylibrary.hse.ru:2131/view/10.1093/oxfordhb/9780199928286.001.0001/oxfordhb-9780199928286-e-28?rskey=ZZjoVg&result=3>
2. McKinlay A. 2006. Knowledge Management, [The Oxford Handbook of Work and Organization](http://proxylibrary.hse.ru:2131/view/10.1093/oxfordhb/9780199299249.001.0001/oxfordhb-9780199299249), *Edited by S.Ackroyd, R.Batt, P.Thompson, P.S. Tolbert,* Access online (NRU HSE): <http://proxylibrary.hse.ru:2131/view/10.1093/oxfordhb/9780199299249.001.0001/oxfordhb-9780199299249-e-13?rskey=ZZjoVg&result=1>
3. Lesser, E., Prusak L. 2004. Creating Value with Knowledge: Insights from the IBM Institute or Business Value, Oxford University Press, Access online (NRU HSE): <http://proxylibrary.hse.ru:2101/view/10.1093/0195165128.001.0001/acprof-9780195165128?rskey=YToLn7&result=1>
4. Kristandl, G. and Bontis, N. 2007. “Constructing a definition for intangibles using resourced based view of the firm”, Management Decision, Vol. 45 No. 9, pp. 1510–1524.
5. Lev, B. 2001. Intangibles: Management, Measurement and Reporting, Brookings Institution Press. ProQuest Ebook Central,<https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=3004312>.
6. Lev, B., and F. Gu. 2016. The End of Accounting and the Path Forward for Investors and Managers, John Wiley & Sons, Incorporated, ProQuest Ebook Central, <https://ebookcentral.proquest.com/lib/hselibrary-ebooks/detail.action?docID=4538258>

OptionalRecommended articles (are available online NRU HSE): 1. Barney, J. B. 1999. “Firm resources and sustained competitive advantage”, Journal of Management, Vol. 17, pp. 99–120.
2. Dumay, J. 2016. A critical reflection on the future of intellectual capital: from reporting to disclosure. *Journal of Intellectual Capital*, 17(1): 168–184.
3. [Jardón](https://www.hse.ru/en/org/persons/127023087) C., Molodchik M., [Paklina](https://www.hse.ru/en/org/persons/65840456) S. 2018. [Strategic behaviour of Russian companies with regard to intangibles](https://publications.hse.ru/view/225855936). *Management Decision*. 56(11): 2373-2390.
4. Inkinen, H. 2015. Review of empirical research on intellectual capital and firm performance. *Journal of Intellectual Capital*, 16(3): 518–565.
5. Kristandl, G. and Bontis, N. 2007. “Constructing a definition for intangibles using resourced based view of the firm”, Management Decision, Vol. 45 No. 9, pp. 1510–1524.
6. Molodchik M., [Paklina S.](https://www.hse.ru/en/org/persons/65840456), [Parshakov P.](https://www.hse.ru/en/org/persons/14678557) 2018. [Digital relational capital of a company](https://publications.hse.ru/view/225381920). *Meditari Accountancy Research*. 26(3): 443-462.
7. Molodchik, M., Shakina, E., & Barajas, A. 2014. Metrics for the elements of intellectual capital in an economy driven by knowledge. *Journal of Intellectual Capital*, *15*(2):206–226.
8. [Shakina E. A.](https://www.hse.ru/en/org/persons/190219), [Barajas A.](https://www.hse.ru/en/org/persons/127023073), Molodchik M. 2017. [Bridging the gap in competitiveness of Russian companies with intangible bricks](https://publications.hse.ru/view/197900920). *Measuring Business Excellence*. 21(1): 86-100.
9. [Shakina E. A.](https://www.hse.ru/en/org/persons/190219), Molodchik M., [Barajas A.](https://www.hse.ru/en/org/persons/127023073) 2017. [Endogenous Value Creation: Managerial Decisions on Intangibles](https://publications.hse.ru/view/197888924). *Management Research Review*. 40(4): 410-428.
10. Su, Z., Peng, M. W., & Xie, E. 2016. A Strategy Tripod Perspective on Knowledge Creation Capability: Strategy Tripod Perspective on Knowledge Creation Capability. *British Journal of Management*, 27(1): 58–76.
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