**Syllabus**

**Subject code:** HRCM21-128

**Subject name:** Organizational Learning and Knowlege management

**Purpose of course:** The course aims to analyze and discuss interrelations of organizational learning and knowledge management int he context of knowledge society. The main questions of this inquiry are as follows: how can knowledge creation be supported in and beyond the organization, how can tacit knowledge be made explicit, and what methodologies and tools are needed.

Results and acquired competencies

Knowledge:

* Demonstrate an understanding of the major concepts and issues in organizational learning theory and knowledge management.
* Understand and explain different concepts related to knowledge (tacit vs. explicit, data, vs. information vs. knowledge) and their implications for knowledge management initiatives.

Abilities:

* Ability to describe how different organizations have implemented knowledge management strategies and what they have learned in terms of what works and what doesn’t work; recognize the factors that affect the success or failure of knowledge management initiatives.
* Ability to apply organizational learning theory and knowledge management concepts to prepare authentic projects and tasks in and beyond the course.

Attitude:

* Willingness to recognize issues and solve problems around organizational learning and knowledge management in an organizational context.
* Openness towards group collaboration.

Autonomy, responsibility:

* Ability to reflect individually on empirical case studies.
* Willingness and autonomy to develop their research skills needed for data collection and analysis needed for a knowledge management strategy.

**Content of the subject:** This course will focus on major concepts related to its two major areas of interests: organizational learning and knowledge management. Hence, key concepts (organizational learning vs. learning orgnization, organizational memory, individual and collective learning and knowledge etc.), as well as complex processes and models (knowledge management models, processes of organizational learning) will be discussed. By using case studies, we will reflect on methodological issues and techniques.

Major topics:

Organizational Learning versus The Learning Organization

Individual Learning, Group Learning and Organizational Learning: the evolution of theoretical frameworks toward a Systems View

Organizational Memory and Organizational Learning

The Role of Leaders in Creating a Learning Organization

Organizational Learning and Knowledge Management

The Knowledge Management Cycle

Knowledge Management Models:

Knowledge Capture and Codification:

Knowledge Sharing and Communities of Practice

Knowledge Application:

The Role of Organizational Culture:

Knowledge Management Tools:

Knowledge Management Strategy:

The Knowledge Management Team:

**Exam and evaluation system:** The courses uses continuous assessment (type ‘C’) (See ELTE Organizational and Operational Regulations. Academic Regulations for Students. Section 67, Point 1 /e), therefore in-class participation will be incentivized and rewarded.

**Literature:**

Dalkir, K. (2017). *Knowledge Management in Theory and Practice.* Third Edition. Boston, MA: MIT Press.

Milton, N. & Lambe, P. (2016). *The Knowledge Manager’s Handbook: A step-by-step guide to embedding effective knowledge management in your organization*. Kogan Page Limited.

Peter M. Senge. *The Fifth Discipline Fieldbook: Strategies and Tools for Building a Learning Organization.* Crown Business. 1994.

Marquardt, M. J. (2011). *Building the Learning Organization: Achieving Strategic Advantage Through a Commitment to Learning*. Nicholas Brealey Publishing.