

BA 4516-KNOWLEDGE MANAGEMENT AND ORGANIZATIONAL LEARNING
Course Schedule (Tuesday, 14.40-16.15 and Thursday, 14.40-16.30, G109)

Instructor:	Dr. Yelda E. Topal
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Course Web Page:	Link to ODTUClass Course Page
Course Description:	
As an emerging discipline, Knowledge Management bridges social-organizational and technological-technical aspects of management and business administration in the Knowledge Economy and Society. Underlying interrelated issues of organizational and managerial learning, this Knowledge Management course will have a specific emphasis on personal, professional, and academic development of students. This course examines how organizations create, capture, share, and leverage knowledge to enhance performance and competitive advantage. Students will explore theoretical frameworks and practical applications of knowledge management systems and organizational learning processes.	
Course Student Learning Objectives: (CSLOs)	
Upon successful completion of this course, students should be able to:	
Course Specific Skills:	
1. analyze knowledge flows within organizations 2. design knowledge management strategies 3. evaluate organizational learning capabilities 4. apply digital tools for knowledge sharing and collaboration 5. learn theoretical frameworks of knowledge management and organizational learning	
Discipline Specific Skills:	
6. differentiate, apply, analyze, and reflect on theories, concepts, commonly used in knowledge management and organizational learning 7. demonstrate broad knowledge of literature and concepts on knowledge management and organizational learning in the context of technology and innovation 8. explain the role and impact of knowledge management practices on organizational and managerial behavior.	
Personal and Key Skills:	
9. develop and improve analytical and critical thinking in specific topics 10. derive reflection skills and improve critical writing 11. manage time and develop responsibility diversion skills	
Learning and Teaching Methods:	
This course is going to make use of formal lectures, in-class discussions, reading assignments, weekly reflection and discussion paper homework and presentation.	
Required Reading:	
➤ Knowledge Management in Theory and Practice / Kimiz Dalkir__At METU Library: Main Library (1) Call number: HD30.2 .D35 2005 ➤ The Knowledge-Creating Company / I. Nonaka__At METU Library: Main Library (1) Call number: HD30.2. N657 2008 ➤ Carl Frappaolo (2006), Knowledge Management __AT METU Library: Main Library (1) Call number: HD30.F83. 2006 ➤ Handbook of organizational learning and knowledge (2001), Eds. Meinolf Dierkes, Ariane Berthoin Antal, John Child, Ikujiro Nonaka), __At METU Library: Main Library (1) Call number: HD58.82.h36 ➤ Organizational Learning: Creating, Retaining and Transferring Knowledge / by Linda Argot __At METU Library: Main Library (1) Call number: HD58.82.A73 1999 and Muhan Soysal Library Call ➤ Valeri, Marco (2025), Organizations and Knowledge Management, Springer.	

Assessment and Grading:				
Form of Assessment	% Contribution	Size of the assessment	CSLOs covered by the assessment	Feedback Method
Midterm 1 Exam	20	100-minute essay-type and multiple Choice Questions examinations	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	Written and oral (in class)
Midterm 2 Exam	20	100-minute essay-type and multiple Choice Questions examinations	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	Written and oral (in class)
Final Examination	25	100-minute essay-type and multiple Choice Questions examinations	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	Written and oral (in class)
Group Work and Presentations	15	20 min. Presentations, Group Work	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	Oral
In-class Discussion	10	Discussion participation during regular lectures	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	Oral
Attendance	10	Class participation during regular lectures	1, 2, 3, 4, 5, 6, 7, 8, 9, 10,11	-

No "extra" work above the aforementioned will be accepted or credited.

Makeup Examinations: There will be no make-ups for assignments and other assessments than midterm and final exams. No make-up exams will be given except in cases of documented illnesses or emergencies (For any emergencies, you must contact me before the exam, inform about the situation and have the consent for make-up via email). If you have a time exam conflict, please contact me ahead of time.

Course Web Page: Note that all information regarding the course will be placed on this course web page. The announcements will be delivered to your student e-mail addresses. It is your responsibility to check this web page at regular intervals and be up-to-date with all relevant information.

Incompletes: A grade of incomplete will not be granted except for the most extreme circumstances and only after stringent verification and approval by the Department. A grade of incomplete will be granted only as a result of circumstances beyond the student's control. A grade of "I" is not given in lieu of an "FF".

Grading: The grade equivalences will be used as follows: AA: 100-89.5; BA: 89.4-84.5; BB:84.4-79.5; CB: 79.4-74.5; CC: 74.4-69.5; DC: 69.4-64.5; DD: 64.4-59.5; FD: 59.4-49.5; FF: 49.4-00; NA: - . If the overall average of the course will be less than 70, the cut-offs will be adapted to the CC interval.

Course Policies:
COURSE REQUIREMENTS: Attendance is mandatory in this class. READING ASSIGNMENTS: The following pages give the schedule for the reading assignments. The lectures will stress the most important and/or most difficult material. GROUP WORK and PRESENTATIONS: You are expected to prepare one presentation about the assigned reading (related book chapter) and discuss during the course as group work. In first 2 weeks, the groups will be established. The presentation guide, the review submission of the group work guide and the due dates are put on ODTUClass. Please remember that it is the student's responsibility to follow the due dates for the assignments. PRESENTATION SLIDES: A copy of the presentation slides is available at the course web page in the following week of the course. These slides can be used as chapter summaries and utilized while taking down notes during class. STUDENT DISABILITIES: Any student, who, because of a disabling condition, may require special arrangements in order to meet course requirements, should contact the instructor as soon as possible. Students should present the appropriate documentation from the university's <u>Disability Support Office (Engelsiz ODTÜ Birimi, Merkez Mühendislik Binası 1. Kat Oda No: 115, Tel: 210.7196; engelsiz@metu.edu.tr)</u> verifying their disability, and outlining the special arrangements required. Please note that no accommodations will be provided to the disabled students prior to the completion of this approved University process.

ACADEMIC DISHONESTY: The Department of Business Administration has no tolerance for acts of academic dishonesty. Such acts damage the reputation of METU, the department and the BA/MBA/MS degree and demean the honest efforts of the majority of the students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam. Any form of dishonest behavior for any part of the course, which includes but not limited to; cheating during exams, plagiarizing and inappropriate collaboration in assignments, will ensure a failing grade for the course and will result in further disciplinary action in line with university regulations depending on the severity of the violation.

CHEATING: All university, faculty/institute, and department principles on academic honesty will be strictly enforced. The usual consequence for academic dishonesty is failure of the course and referral of the case to the Dean of the Faculty/Institute for additional disciplinary action. Examinations are individual and are to be completed without outside assistance of any sort. Persons observed cheating during examinations will receive a failing grade in the course. Homework assignments are individual, unless otherwise specified by the instructor, and are to be completed without outside assistance of any sort, as well. Persons observed cheating in their homework assignments will receive a score of zero for the portion of the semester grade that is allocated to such assignments.

PLAGIARISM: The instructor assumes that students will do their own work. By placing their names on assignments (individual or team), students are affirming that the contents are their original work. Any previous work available from files or past students, as well as materials available on the internet may be used only as a suggestive model. Violation of this provision will be considered as unethical behavior, subject to disciplinary action. If you have any doubt about the use of a specific material, see the instructor ahead of time. Any material used from outside sources should be referenced appropriately.

Please read the following documents carefully:

- Academic Rules and Regulations ([in English](#)) ([in Turkish](#))
- Academic Integrity Guide for Students ([in English](#)) and ([in Turkish](#))
- Guide for Rules to Be Followed In an Examination Environment ([in English](#)) and ([in Turkish](#))
- [Academic Calendar](#)

METU HONOR CODE

Every member of METU community adopts the following honor code as one of the core principles of academic life and strives to develop an academic environment where continuous adherence to this code is promoted.

The members of the METU community are reliable, responsible and honorable people who embrace only the success and recognition they deserve, and act with integrity in their use, evaluation and presentation of facts, data and documents." The instructor assumes that students who attend the next class have understood and accepted to agree with all the requirements and rules of this course.

The following table gives the tentative schedule for the semester. The lectures will stress the most important and/or most difficult material. Appendices are required only if they are assigned. The students are required to read the chapters and appendices before they are covered in class.

Tentative Course Schedule					
M	W	D	Topic	Reading/ Assignment	CSLO
			Knowledge Management		
Sept.	1	29	Introduction	Course introduction, rules, syllabus Presentation	-
Oct.		1	Concepts and Definitions in KM	Carl Frappaolo (2006), Knowledge Management	1,2,5,6-11
Oct.	2	6	Knowledge in organizations	Dalkir (2005), Chp1. Introduction to Knowledge Management (KM) in theory and practice	1,2,5, 1,2,5,6-11
		8	Knowledge Creating Company	Nonaka (2008), Knowledge Creating Company	1,2,5,6-11
Oct.	3	13	KM Models & Tools	Dalkir (2005), Chp3. KM Models	1,2,4,5,6-11
		15		Dalkir (2005), Chp 8. KM Tools	
Oct.	4	20	Codification and Capture	Dalkir (2005), Chp4. Knowledge Capture and Codification	1,24,5,6-11
		22			
Oct.	5	27	REVIEW.....OCTOBER 27, 2026		
		29	REPUBLIC DAYOCTOBER 29, 2026		
			MIDTERM 1 NOVEMBER 03, 2026		

			Organizational Learning		
Nov.	6	3	MIDTERM 1..... NOVEMBER 03, 2026		
		5	Organizational Culture and KM	Dalkır (2005), Chp7. The Role of Organizational Capture	1,2,3,5,6-11
Nov.	7	10	Basic Concepts, Definitions, Theoretical Background,	Dierkes et.al. (2001), Chp.3 The treatment of OL in management sciences AND Argot (2013) Chp. 2: OL : A Theoretical Framework	1,3,5, 6-11
		12			
Nov.	8	17	Factors and Conditions Shaping Organizational Learning	Dierkes et.al. (2001), Chp 13. Social Constitution of Organizations & its implications for OL AND Chp. 14. How organizations learn from success and failure	1,3,5, 6-11
		19			
Nov.	9	24	Processes of Organizational Learning and Knowledge Creation	Dierkes et.al. (2001), Chp 22: A Theory of Organizational Knowledge Creation AND Chp 24 .Organizing, Learning and Strategizing	1,3,5, 6-11
		26			
Dec.	10	1	REVIEW.....DECEMBER 01, 2026		
		3	MIDTERM 2DECEMBER 03, 2026		
Dec.	11	8	Organizational Design and KM Alignment	Valeri (2025) Chp. 1- Neo-Modernism Impact on Organizational Design – GROUP 1	1-11
		10			
Dec.	12	15	Complexity and Knowledge	Valeri (2025) Chp. 2- Complexity and Knowledge- GROUP 2	1-11
		17			
Dec.	13	22	Learning and Organizational Strategy	Valeri (2025) Chp. 3- Learning and Organizational Strategy- GROUP 3	1-11
		24			1-11
Dec.	14	29	Knowledge Governance	Valeri (2025) Chp. 4- Knowledge Governance GROUP 4	1-11
		31	AI and Knowledge Management in Modern Organizations	Valeri (2025) Chp. 5- AI and Knowledge Management in Modern Organizations- GROUP 5	1-11