National Tsing Hua University
College of Technology Management
Course Syllabus

科號 Course Number	EMD 800800	學分 Credit	3	人數限制 Size of Limit	24
中文名稱 Course Title	知識與組織行為管理				
英文名稱 Course English Title	Management of Knowledge and Organizational Behavior				
任課教師 Instructor	王俊程教授、許裴舫教授、劉玉雯教授				
教師聯絡方式 Contact Information	王俊程教授 jcwang@iss.nthu.edu.tw 許裴舫教授 pfhsu@iss.nthu.edu.tw 劉玉雯教授 ywliu@mx.nthu.edu.tw				
上課時間 Time	MaMbMc	上課教室 Room	TSMC 台積 429		
先修科目 Prerequisite(s)	N/A				

本課程對應之學習目標與核心能力 Aligned Learning Goals and Learning Objectives

課程目標 Course Objectives

After completing this course consisting of knowledge management and organizational behavior, students are expected to demonstrate the following learning outcomes:

1. Be familiar with the major concepts of organizational behavior and issues that managers encounter, and with principles, practices and models that help managers deal with these issues.
2. Be able to see how the relationships among people within an organization and relationships among organizations influence organizational effectiveness.
3. Understand the knowledge creating, acquisition, encoding, and retrieval within and among organizations.
4. Understand the role of technology played in knowledge management and organizational learning.

課程說明 Course Description

This course consists of two subjects: knowledge management and organizational behavior. Two instructors will convey their domain expertise on these two subjects via case teaching, discussion, and lecture. Knowledge management covers topics in knowledge creation, organizational learning, KM systems, and AI in knowledge management.　Organizational Behavior covers topics in rewards, motivation, communication and negotiation, teams, leadership, employee selection and migration.

指定用書 Textbooks

No specific textbooks.   The instructors will assign readings mainly academic papers or articles from magazines as the course materials.

參考書籍 References

Course materials will be specified following the course schedule.

教學方式 Teaching Approach

Lecture and case-based teaching method

評分標準 Grading

I. Classroom Participation (30%)

In-class Discussion

The learning experience in a course like this one depends heavily on each student being prepared to actively participate in every class session. Positive participation includes attendance, active involvement in all in-class exercises and discussions, and maintenance of a classroom demeanor that encourages the participation of others. You will be evaluated on the quantity as well as the quality of your contribution and insights.

II. Individual Assignments (40%)
In addition, closing to the end of every class, each student is required to summarize what you have learned in our class on that day. The summary should include both key ideas from each article and your main takeaway from our class discussion.

III. Case Study (30%)

Questions for each case will be provided before the class. Each student is required to provide your answers and insights in the reflection paper. The papers must be double-spaced with one-inch margins and use 12-point font size. No more than four pages. Bring the paper to the class for further group discussions.

教學進度 Course Schedule

Subject 1. Knowledge Management
Day 1: Technology-enabled knowledge management
  Topic 1. Enterprise information systems and employee KM system adoption behavior
  Reading: [Harvard Business Case, #9-301-099] Cisco System Architecture

  Topic 2. Customer knowledge management system and Business Intelligence
  Reading: [Harvard Business Case, # 9-502-011] Harrahs' Entertainment Inc.

Day 2:
  Topic 1: Social Network in Knowledge Management

Reading:
Book: The Hidden Power of Social Network, Rob Cross, Andrew Parker, HBS Press. (2004)
Chap 1, The Hidden Power of Social Network
Chap 3, Knowing what we know

Topic 2: Open Innovation and Knowledge Management
Readings:
1. Becerra-Fernandez, I. & Sabherwal, R. (2015). Knowledge Management: Systems and Processes. Routledge, New York.
2. Lakanani, K.R. (2009). Innocentive.com (A). Harvard Business School.
3. Chaurasia, S.S., Kaul, N., Yadav, B. and Shukla, D. (2020). Open innovation for sustainability through creating shared value-role of knowledge management system, openness and organizational structure, Journal of Knowledge Management, 24(10), pp. 2491-2511.

Subject 2. Organizational Behavior
Day 3: Motivation and Power
Session 1:   Motivation
1. Nohria, N., Groysberg, B., & Lee, L.-E. (2008). Employee motivation: A powerful new model. *Harvard Business Review*, Vol. 86 Issue 7/8, 78-84
2. Knight, R. (2019). How to motivate your team during crunch time? *Harvard Business Review*, November-December, 2-7.

Session 2: Power
1. Rosabeth, M.K. (1979). Power failure in management circuits. Harvard Business Review 4, 65-75.
2. Carney D. (2010). Powerful people are better liars. *Harvard Business Review*

Day 4: Teams, leadership and case study
Session 3: Teams
1. Kotler, P., Rackham, N., & Krishnaswamy, S. (2006). Ending the war between sales and marketing. Harvard Business Review, 84(7/8), 68-78.
2. Fryer, B., Craddock, M., Thayer, D., & Kolb, D. (2008). When your colleague is a saboteur. Harvard Business Review (November), 41-54.
Session 4: Leadership
1. Finkelstein, S. (2019). The best leaders are great teachers, *Harvard Business Review*, Winter, 54-58.
2. Khurana, R. (2002). The curse of the superstar CEO. *Harvard Business Review, 80*(9), 60-65.

課程相關連接 Course Related Links

None.