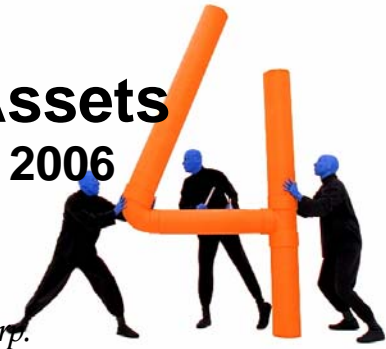


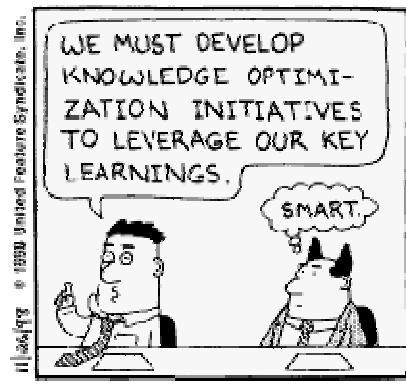
Managing a Firm's Intellectual Assets (IOM-542) Tuesdays 6:3-9:30pm Spring 2006 Hoffman 304

Taught by Prof. Ann Majchrzak in collaboration with Dr. Alan Crawford, recently Knowledge Management Director, Unocal Corp.



“Knowledge is Experience – everything else is just information” Albert Einstein

If you want to know the theory and methods of revolution, you must take part in revolution. All genuine knowledge originates in direct experience. Mao Zedong



The Purpose

Help students to improve how organizations perform by providing them with an understanding of how to manage Intellectual Asset (IAM), their role and importance in a wide variety of organizations and how companies have successfully managed their intellectual assets.

Methods

Assess how different organizations (public and private sector) manage intellectual assets using a case study approach. Discussions with IAM leaders in a variety of organizations. Individual research project to develop IAM Business plan

Key Topics

- What are Intellectual Assets and What is Intellectual Asset Management – a framework (*How intellectual assets/knowledge is imbedded in an organization and how are they managed*)
- The value proposition for IAM
- The tie to business purpose and strategy
- Developing an IAM plan
- The role of leadership and culture
- How to identify appropriate projects/opportunities for IAM
- Learning processes – sharing and leveraging what we know

- Communities of practice
- Technology – its role, what’s available (search, collaboration, common access); Embedding knowledge in systems and processes
- Knowledge assets
- The future of IAM

Readings:

- 1) **Text: Collison, C. & Parcell, G. Learning to Fly (LtoF): Practical Lessons from one of the Worlds’ Leading Knowledge Companies., 2001.**
- 2) **Course Reader (CR)**
- 3) **Blackboard (B): cases are posted under Course Documents**

Grading:

- 1) Individual IAM Project: Graded at end. Due last day. 100 Points possible
- 2) 2 Individual 3-page case analyses due. 15 points each. Grade based on how well case analyzed by integrating material discussed in class as well as own personal experiences. Case due at beginning of class, 2 hard copies turned in.
- 3) Attendance: 1 point for each class attended (15 points total)
- 4) Participation in the class: 1 point for each class in which active participation is offered while in the classroom (15 points total)
- 5) Preparation for IAM Plan Milestone 1: Grade based on how well prepared the Milestone 1, e.g., are powerpoints prepared, are questions where you need help identified, has research been done, is there an attempt to use classroom discussion materials in Milestone. 15 points total.
- 6) Preparation for IAM Plan Milestone 2: same as above. 15 points total.

Intellectual Asset Management (IOM542)

Spring 2006

Class Outline

Week	Topic	Reading	Exposure and Skills
1 Jan 10th	<ul style="list-style-type: none"> • What are Intellectual Assets, • What is Intellectual Asset Management. • A framework for how intellectual assets/ knowledge is imbedded in an organization and how are they managed. • How to create an IAM plan. 	<ul style="list-style-type: none"> • Learning to Fly Chs 1 & 2 • Department of Navy October 20, 2005 Memorandum (B) 	Intro to KM Hurricane video clip Prusak video Exercise on what is knowledge
2 1/17	<ul style="list-style-type: none"> • Tying IAM to Business Strategy • The value proposition for IAM & Measuring value 	<ul style="list-style-type: none"> • Hansen et al article (CR) • Soo et al article (CR) • BSC at E-land case (CR) • KS exercise 	KS exercise Balanced Score card performance metrics for IAM
3 1/24	<ul style="list-style-type: none"> • What type of knowledge is needed • Tying IAM to Business Processes 	<ul style="list-style-type: none"> • Learning to Fly Ch 5&7 • Davenport & Glaser (includes Partner case) (CR) • Rockart, includes Fleet case (B) 	Business Process analyses Knowledge competency blocks from Deloitte Speaker Action Reviews
4 1/31	<ul style="list-style-type: none"> • How cultural barriers get in the way of K-S • Use of peers to overcome cultural barriers • Incentives to overcome barriers 	<ul style="list-style-type: none"> • Learning to Fly ch 4 & 6 • Unleashing the Power of Learning at BP (CR) • Breaking down Functional Mindsets (handed out in class prior) 	Reward/recognition/tie to promotions UCL TCP CRW interview FM interview Practice Action Review Peer Assists
5 2/7	<ul style="list-style-type: none"> • Enterprise-wide IAM • Identifying IAM projects • Rollout stages • Governance Structures 	<ul style="list-style-type: none"> • Jungles & Gardens: JD Edwards case (B) CASE ANALYSIS DUE • Learning to Fly Ch 9 	
6 2/14	<ul style="list-style-type: none"> • Student individual project presentations on IAM Plan Milestone 1 		Practice Peer Assists

7 2/21	<ul style="list-style-type: none"> The special case of IAM for Innovation; what's different about knowledge-sharing for innovation vs reuse 	<ul style="list-style-type: none"> Knowledge Management in Pursuit of Performance: Insights from Nortel (B) NASA: Better Mechanisms Needed for Sharing Lessons Learned (B) 	Practice Action Review
8 2/28	<ul style="list-style-type: none"> Communities of Practice 	<ul style="list-style-type: none"> DaimlerChrysler Knowledge Management Strategy (CR) Learning to Fly Ch 10 	Wenger interviews COP module Practice Action Review
9 3/7	<ul style="list-style-type: none"> The special case of virtual knowledge-sharing 	<ul style="list-style-type: none"> Buckman Labs Sales (CR) CASE ANALYSIS DUE 	Practice Action Review
10 3/14	<ul style="list-style-type: none"> Spring Break, no class 		
11 3/21	<ul style="list-style-type: none"> Student Individual Project Presentations on IAM Plan Milestone 2 		Practice Peer Assists
12 3/28	<ul style="list-style-type: none"> Inter-organizational knowledge-sharing 	<ul style="list-style-type: none"> CRM in Business Networks: Lessons from the Financial Services Industry (B) 	Practice Action Review
13 4/4	<ul style="list-style-type: none"> Emerging technologies for knowledge-sharing: Wikis & Blogs 	<ul style="list-style-type: none"> Corporate Wiki Use at Novell (B) 	Practice Action Review
14 4/11	<ul style="list-style-type: none"> The special case of real-time vigilant information systems 	<ul style="list-style-type: none"> Continental Airlines Flies High with Real-Time Business Intelligence (B) Learning to Fly Ch 11 	Practice Action Review
15 4/18	<p>The future of IAM:</p> <ul style="list-style-type: none"> Integrating IAM with 6 sigma Email Tagging, Folksonomies, privacy issues 	<ul style="list-style-type: none"> Hill & Knowlton: Knowledge Management (CR) 	Practice Action Review
16 4/25	<ul style="list-style-type: none"> Retrospect on course 	<ul style="list-style-type: none"> Learning to Fly Ch 8 	Practice Retrospectives

Course Reader:

- 1) **Hansen, M.T., Nohria, N. & Tierney, T. What's Your Strategy for Managing Knowledge? Harvard Business Review, March-April 1999**
- 2) **Soo, C., Devinney, T., Midgley, D., & Deering, A. Knowledge Management: Philosophy, Processes, and Pitfalls. California Management Review, 2002, 44(4)**
- 3) **Johnson, L.K. Integrating Knowledge Management with the BSC (Balanced Scorecard) at E-land Group. Balanced Scorecard Report, Sept-Oct 2005.**
- 4) **Davenport, T.H. & Glaser, J. Just-in-Time Delivery Comes to Knowledge Management. Harvard Business Review July 2002**
- 5) **Prokesch, S.E. Unleashing the power of learning: An interview with British Petroleum's John Browne Harvard Business Review, 1997**
- 6) **DaimlerChrysler Knowledge Management Strategy, Harvard Business School case 9-702-412, Sept 2001**
- 7) **Buckman Labs Harvard Business School case 9-800-160, October 1999**
- 8) **Hill & Knowlton: Knowledge Management. Richard Ivey School of Business Case 904E03, 2004.**

Blackboard Material Posted

- 1) **Department of the Navy. Memorandum for Distribution. 20 October 2005. Subject: Department of the Navy Knowledge Management Strategy**
- 2) **Rockart, J. Information: Let's Get it Right. MIS Quarterly Executive. Vol 3 (3), Sept 2004**
- 3) **Scott, J, Globe, A, Schiffner, K. Jungles and Gardens: The evolution of Knowledge Management at J.D. Edwards MIS Quarterly Executive, 3(1), Mar 2004**
- 4) **Massey, A. P., Montoya-Weiss, M.M., O'Driscoll, T.M. Knowledge management in pursuit of Performance: Insights from Nortel Networks. MIS Quarterly, 26(3), Sept 2002**
- 5) **U.S. GAO, NASA: Better Mechanisms Needed for Sharing Lessons Learned. January 2002.**
- 6) **Geib, M., Kolbe, L.M., & Brenner, W. Customer Relationship Management in Business Networks: Lessons from the Financial Services Industry in Germany and Switzerland. MIS Quarterly Executive, 4(1), 2005**
- 7) **Majchrzak, A., Wagner, A. Corporate Wiki Use at Novell, Oct 2005**
- 8) **Anderson-Lehman, R., Watson, H.J., Wixom, B.H., & Hoffer, J.A. Continental Airlines flies high with real-time business intelligence. MIS Quarterly Executive, 3(4), 2004.**

The Intellectual Asset Management “Business” Plan

The plan can be prepared for an entire organization or a business unit/division

Deliverable 1: Background information

Why it is important to manage the intellectual assets in this industry and its value

Description of the industry

- **Major products and services provided to what market segment**
- **Major competitors, market position, key strengths, significant weaknesses, Financial structure (market capitalization, revenue), profitability, 1, 3 & 5 year TSR**
- **Typical business structure (global, domestic, multiple lines of business, single line of business**

What are the key business/financial drivers for the Industry?

Key business issues faced by the industry

How can KM impact the business and be used to address the key issues.

Deliverable 2: Intermediate analysis

SWOT Regarding IAM

Charter

Vision/Mission/tactics

Key opportunities for impacting the business

Deliverable 3: The IAM Business Plan Details

Goals (6 month, 1 year, 3 year).

Business impact

People (culture, training)

Process (learning processes, integration with PM, networks)

Technology (web, search, collaboration)

Plans to meet goals

Getting management buy-in

Addressing cultural issues

Training

ID projects

Creating knowledge assets

Staffing

Metrics