

# Knowledge Management

---

## Module Descriptor

Module Code: MAN7KNM  
Version: V2.00  
Status: Final  
Date: 12/08/2025

## Summary Module Details

### Module details

**Module Title:** Knowledge Management

**Module Leader:** David Fagan

**Module Mode:** Supported online learning

**Semester:** Spring (UK)

**Level:** 7

**Credits:** 20

**Learning Hours:** 200

### Contact & Study Hours

**Directed Study Time:** 60 hrs (30%)

**Self-directed Study Time:** 70 hrs (35%)

**Assessment Study Time:** 70 hrs (35%)

### Assessment Type

**Coursework:** 100%

## Module Summary

This module provides a blend of theory and current practice in knowledge management (KM) in a range of built environment organisations. Over the course of the module the importance of knowledge for organisational learning, as well as knowledge creation and organisational unlearning will be appreciated. Socio-cultural issues related to managing and sharing knowledge will be discussed in the second part of the module. Emerging technologies such as Artificial Intelligence (AI) will be discussed in the context of the aspect of knowledge management. For example, the place and role of AI in knowledge creation and sharing.

A global perspective on knowledge management will be incorporated into selected weekly topics, and in summative assessments these KM principles will be applied to the circumstances and business management issues in the student's own organisations, thereby enabling the organisation to fulfil its mission and strategic goals through effective knowledge management practices and processes.

Specific examples of sustainability will be considered, using appropriate elements from the UN sustainable development goals (SDG).

# Knowledge Management

## Taken on which Programmes

Master of Business Administration (C)

**Core (C) or Elective (E)**

## Module Aims

This module aims to:

- Provide a critical overview of knowledge as a key organisational asset, and how it is leveraged to achieve specific outcomes, such as intelligence sharing, enhanced performance, or higher levels of innovation within the organisation.
- Allow students to evaluate theories of knowledge management and to be able to apply theory to practice within their own organisation.
- Provide students with a range of opportunities to select topics within their study of knowledge management, and to recognise the vital role it plays within sustainability of their business.
- Enable students to engage with current AI and Knowledge Management principles and practices and to assess their relative merits and potential for organisations.

## Module Learning Outcomes

- LO1. Critically assess the general principles of knowledge management.
- LO2. Evaluate the range of organisational knowledge assets.
- LO3. Demonstrate mastery of the principles of knowledge management in organisational settings to increase effectiveness.
- LO4. Assess the use of knowledge management processes and tools for organisations.

## Indicative Module Content

### Module topics

- **The meaning and importance of knowledge**

Types of knowledge, the importance of knowledge management to you, your organisation, your sector, and the wider global economy. What is the difference between data and knowledge? Why is it important to grasp that distinction?

# Knowledge Management

- **Knowledge creation and collection**

How information is collected and knowledge created; then applied to problem solving and decision making. An analysis framework to assist middle and senior managers reviewed.

- **Knowledge and AI**

Strategic thinking and the role of knowledge management and AI in shaping the future of knowledge management.

- **Knowledge acquisition and competitive advantage**

Knowledge acquisition attributes and competitive advantage. Who are the key players in this? Why does knowledge acquisition and development create some organisations and countries to lead the way? How have, or are, some countries supporting the AI and Knowledge Management revolution?

- **Knowledge principles and practices continued**

Development of concepts, models and practices from the previous topic.

- **Knowledge transfer**

Knowledge sharing and knowledge transfer – the How? Why? When? and What? What types of investment, recruitment of knowledge workers and other knowledge led resources are needed in the next 5/10 years? Are the expectations of knowledge transfer sustainable and achievable?

- **Key knowledge models**

Models and theories within knowledge management – including the knowledge diffusion model. A consideration of how elements of sustainability need to be considered in excellent business management decisions.

- **Knowledge management and the built environment**

The application and value of knowledge management principles and practices within the built environment. Do different countries adopt different approaches, or is there a common framework from nation to nation? Who are the leaders and followers?

- **Knowledge and organisational performance**

The learning organisation, as knowledge hub – as a mechanism for creating, understanding, sharing and using knowledge to increase organisational performance.

# Knowledge Management

- **Module review – lessons learned**

A review of the central issues considered in this module and a case study discussed and assessed using core principles studied on the module. Final reflections on the future challenges and opportunities for knowledge management and AI in our global world.

This content will be reviewed and updated regularly to reflect the legal, moral and financial changes in professional standards and practice.

## Overview of Summative Assessment

Module learning outcomes	Assessment	Word count or equivalent	Weighting
LO1, LO2	<b>Assessment 1</b> Coursework	2000 words	40%
LO3, LO4	<b>Assessment 2</b> Coursework	3000 words	60%

**Module Pass Mark (as a weighted average of all assessments): 50%**

## Key Module Learning Resources

### Core Sources and Texts

The core reading resources within each module will be provided via the specific Virtual Learning Environment (VLE) module pages and within the e-Library.

Additional reference material and supplementary resources to support your studies are available through the University e-Library.

### Module tools

Students will have access to study materials, dedicated academic support, student forums, and learning activities via an online learning platform (VLE).

The module page on the VLE is broken down into structured study weeks to help students plan their time, with each week containing a mixture of reading, case studies, videos/recordings and interactive activities to go through. Online webinars/seminars led by the Module Leader can be attended in real time and provide opportunities to consolidate knowledge, ask questions, discuss topics and work through learning activities together. These sessions are recorded to support

# Knowledge Management

students who cannot attend and to enable students to recap the session and work through it at their own pace. Module forums on the VLE provide further opportunities to discuss topics with other students, complete collaborative work and get extra help from the module team.

## Professional online resources

The e-Library provides access to trusted, quality online resources, selected by subject specialists, to support students' study. This includes journals, industry publications, magazines, academic books and a dissertation/work-based library. For a list of the key industry specific and education resources available please visit [the VLE e-Library](#).

## Other relevant resources

Access is also provided to further information sources that include the British Library and Open University UK catalogues, as well as providing a monthly current awareness service entitled, **Knowledge Foundations** - a compendium of news, research and resources relating to the educational sector and the Built Environment.

The module resource list is available on the module VLE page and is updated regularly to ensure materials are relevant and current.