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	林福仁教授、劉玉雯教授				
教師聯絡方式 Contact Information	frlin@mx.nthu.edu.tw; 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.

参考書籍 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. Organizational Behavior
Day 1: Session 1 to 2 (Motivation, Communication and Negotiation), Political frame
Day 2: Session 3 to 4 (Teams, Leadership), Case study

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, p78-84
2. Knight, R. (2019). How to Motivate Your Team During Crunch Time? *Harvard Business Review*, November-December, 2-7.

Optional readings:

- Sean Graber (2015) The Two Sides of Employee Engagement. *Harvard Business Review.*
- McClelland, D. C., & Burnham, D. H. (1995). Power Is the Great Motivator. *Harvard Business Review*, 73(1), 126-13
- Nicholson, N. (2003). How to Motivate Your Problem People? *Harvard Business Review*, Vol. 81 Issue 1, p57-65
- Steenburgh, T., & Ahearne, M. (2012). Motivating Salespeople: What Really Works. *Harvard Business Review*, 90(7/8), 70-75.
- Graziano, N. (2019). The leader as coach. *Harvard Business Review*, November-December, 111-119.
- Williams J.C. & Mihaylo, S. (2019). How the best bosses interrupt bias on their teams? *Harvard Business Review*, November-December, 151-155.

Session 2: Communication and Negotiation
1. Porath, C., & Pearson, C. (2013). The price of incivility. *Harvard Business Review*, 91(1), 114-121.
2. Williams, Gary A.; Miller, R.B. (2002). Change the Way You Persuade. *Harvard Business Review*, Vol. 80 Issue 5, p65-73

Optional readings:
- Tannen, D. (1985). The power of talk: Who gets heard and why? *Harvard Business Review, 73*(5), 138-148.
- Sebenius, J. K. (1992). Negotiation analysis: A characterization and review. *Management Science*, 38(1), 18-38.
- Maurice E. Schweitzer and Jeffrey L. Kerr (2000). Bargaining under the Influence: The Role of Alcohol in Negotiations. *The Academy of Management Executive*, Vol. 14, No. 2, pp. 47-57
- Bernstein E. & Waber B. (2019). The truth about open offices. *Harvard Business Review*, November-December, 83-91.
- Jeong et al (2019). Being nice in a negotiation can backfire.
- Chris Voss. Never split the difference: Negotiating as if your life depended on it.
- Voss C. (2020, July 23). Communication Skills: 3 Ways to Make "No" Work For You. The Black Swan Group Blog: The Negotiation Edge. https://blog.blackswanltd.com/the-edge/3-ways-to-make-no-work-for-you
- Talksalks at Google. (2016, May 23). Never Split the Difference, Chris Voss (video). YouTube. https://www.youtube.com/watch?v=guZa7mQV1l0&t=361s

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), p. 41-54.

Optional readings:
- Wetlaufer, S. (1994). The team that wasn't. *Harvard Business Review, 72*(6), 281-284.
- Eisenhardt, K. M., Kahwajy, J. L., & Bourgeois, L. J. (1997). How management teams can have a good fight. Harvard business review, 75, 77-86.
- Hinds, P., Carley, K., Krackhardt, D.and Wholey, D. (2000). Choosing Work Group Members: Balancing Similarity, Competence and Familiarity. *Organizational Behavior and Human Decision Processes*, **81**: 226-251.
- Katzenbach, J. R., & Smith, D. K. (2005). The discipline of teams. Harvard Business Review, 83(7), 162-171.
- Kirby, Julia; Buckingham, Marcus; Bischmann, Joanne, Kolind, Lars, & Blomquist,

Tomas. (2006). Just Trying to Help. *Harvard Business Review*, Vol. 84 Issue 6, p35-39 (HBR Case)

- Boards. (2020). Another reason to push for fedmale directors, *Harvard Business Review, March- April*
- *Lisa B. Kwan (March–April 2019). The Collaboration Blind Spot. Harvard Business Review.*

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.

Optional readings:
- Janice R. W. Joplin and Catherine S. Daus (1997). Challenges of Leading a Diverse Workforce. *The Academy of Management Executive*, Vol. 11, No. 3, pp. 32-47
- Kotter, J. P. (1990). What leaders really do. *Harvard Business Review, 68*(3), 103-111.
- Goleman, D. (2000). Leadership that gets results. *Harvard Business Review, 78*(2), 78-90.
- McNulty, Eric J.; Dunne III, James J.; Marcus, Leonard J. (2010). The CEO Can't Afford to Panic. *Harvard Business Review*, Vol. 88 Issue 3, p121-125(HBR Case)
- Edelman, Russ; Hiltabiddle, Tim. (2006). The Nice Guy. *Harvard Business Review*, V84(2), p21-31.
3. Likierman, S.A. (2020). The elements of good judgment, *Harvard Business Review, January-February,* 103-111

Subject 2. Knowledge Management
Day 3. Knowledge management and organizational learning
Day 4. Technology-enabled knowledge management

Topic 1. Knowledge Creation: SECI Model
Readings.
1. Nonaka, I. (2007). Knowledge creating company, *Harvard Business Review*, https://hbr.org/2007/07/the-knowledge-creating-company
2. Nonaka, I. (2012) Creating new knowledge the Japanese way, *Harvard Business Review*, https://store.hbr.org/product/creating-new-knowledge-the-japanese-way/IIR083
3. Adesina, A.O. & Ocholla, D.O. & The SECI Model in Knowledge Management Practices: Past, Present and Future, *Mousaion: South African Journal of Information Studies* https://upjournals.co.za/index.php/LIS,Volume 37 | Number 3 | 2019 | #6557 | 34 pages https://www.researchgate.net/publication/340165842_The_SECI_Model_in_Knowledge_Management_Practices

Topic 2. Organizational Learning
Readings.
1. Lin, F.-R. & Lin, S.C. (2001). A conceptual model for virtual organizational learning, *Journal of Organizational Computing and Electronic Commerce*, 11(3), 155-178. https://www.researchgate.net/publication/254579661_A_Conceptual_Model_for_Virtual_Organizational_Learning
2. Wegner, D.M. (1987). Transactive memory: a contemporary analysis of the group mind, In Mullen, B. & Goethals, G.R. (Eds.) *Theories of Group Behavior* (Chapter 9). pp 185-208.
3. El-Awad, Z. (2019). From individuals to the organization A transactive memory system perspective on multilevel entrepreneurial learning, *The Learning Organization* 26(6), pp. 617-630. (https://www.emerald.com/insight/content/doi/10.1108/TLO-04-2018-

0069/full/pdf?casa_token=7IhW3n0ezPsAAAAA:A_SIXlzxv1nfYLjrIITkdra3LSYnZd7S
wWdSNGO2vnB2Unjd_6Z3xvCl8nafC09rKmr9LP9sROHpPs0Omm7o_cLZ02ZABYFfx
pthz05zqtMlkmZdBbPa)

Topic 3. Knowledge Management System
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.

Topic 4. Artificial Intelligence and Human Intelligence
Readings.
1. Lin, F.-R. and Liang, C.H. (2017). Storyline-based summarization for news topic
   retrospection, *Decision Support System*, 45 (2008) 473–490
2. Korteling, J.E., van de Boer-Visschedijk, G.C., Blankendaal, R.A.M., Boonekamp, R.C.,
   and Eikelboom, A.R. (2021). Human- versus Artificial Intelligence, *Frontiers in Artificial
   Intelligence*, Volume 4. (https://www.frontiersin.org/articles/10.3389/frai.2021.622364/full)
3. Roitblet, ()AI Is No Match for the Quirks of Human Intelligence, *The MIT Press Reader*,
   (https://thereader.mitpress.mit.edu/ai-insight-problems-quirks-human-intelligence/)

課程相關連接 Course Related Links
None.