



APPLIES TO ACADEMIC YEAR 2013/2014

## MBA 2378 Knowledge Facilitation and Service Management

### Programme

Master of Business Administration - China

### Responsible for the course

Lars Huemer

### Department

Department of Strategy and Logistics

### Term

According to study plan

### ECTS Credits

5

### Language of instruction

English

### Introduction

Cost advantages from effective and efficient mass production represent key sources of advantage for many Chinese firms. However, as more firms take a low cost position and the general cost level in China increases as a result of rising wages – this advantage is easily eroded. This was experienced by European and American firms throughout the second half of the 20<sup>th</sup> century as they entered the post-industrial era. In the post-industrial society knowledge replaces mass production as a key source of competitive advantage and innovation, value adding services and customization are essential components of value creation. How is your firm positioned to seize opportunities and be competitive as cost advantages are eroded? How do you and your firm facilitate knowledge development and transfer and use services to be competitive?

This is not a course in IT-tools, but a course in strategic thinking on how your firm is equipped to compete for the future.

### Learning outcome

The course intends to provide you with concepts and conceptualizations of knowledge and how knowledge creation and transfer can be facilitated within and across organizations. The practical aim is to equip you with ideas on how to proceed in developing knowledge facilitation strategies, policies and practices. Also, the course intends to give you insight on service based value creation. Thus, ultimately the course intends to facilitate the development and transfer of knowledge which enables you and your company to prosper in the future!

### Prerequisites

Bachelor degree or equivalent, 4 years work experience, managerial experience and good written and oral knowledge of the English language. Please confirm our Student regulations.

### Compulsory reading

#### Books:

Newell, Sue ... [et al.]. 2009. Managing knowledge work and innovation. 2nd ed. Palgrave Macmillan

#### Articles:

Selected articles will be assigned for each day

### Recommended reading

#### Course outline

Day 1:

Knowledge and service based value creation in the post-industrial context. Introduction to service and knowledge based value creation. Knowledge intensive service firms as extreme and illustrative cases. Case discussion.

Day 2:

The concept of knowledge. Alternative perspectives on knowledge. Approaches to knowledge management. Case discussion.

Day 3

Service based value creation. Management and competitive advantage in knowledge intensive service firms. Case discussion.

Day 4:

Summary. Group presentations.

### Computer-based tools

None

**Learning process and workload**

The course is conducted as a teaching module, where students have classes all day for four subsequent days, a total of 32 hours. The format of the course is interactive in the sense that participants are expected contribute with their insights in supporting the progression of their own and fellow students' learning processes.

**Examination**

Process evaluation:

The students are evaluated on three different parameters:

- (1) individual written assignment 60%,
- (2) individual contribution 20%, and
- (2) group presentation held on the 4th day of the course 20%.

Specific information regarding all aspects of student evaluation will be provided in class. It is the student's responsibility to obtain this information. Please note that whilst attendance is not compulsory, it is the student's responsibility to obtain any information provided in class that is not included on the course homepage/it's learning or text book. Homepages and/or it's learning are not designed for the purpose of students who choose not to attend class.

**Examination code(s)**

MBA 23781 - Process evaluation; accounts for 100% to pass the program MBA 2378; 5 credits.

The course is part of a full MBA and all evaluations must be passed in order to obtain a certificate for the degree.

**Examination support materials****Re-sit examination**

At the next ordinary exam.

**Additional information**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake a exam. Retake examinations entail an extra examination fee.