



UNIVERSITÀ  
DEGLI STUDI  
DI PADOVA

**Ph.D. Program in “Economics and Management”  
2018-2019**

***Knowledge Management***  
(20 hours)

Prof. Eleonora Di Maria  
Dept. of Economics and Management  
Via del Santo, 33  
Email: [eleonora.dimaria@unipd.it](mailto:eleonora.dimaria@unipd.it)  
Tel. +39 8274069

Prof. Andrea Furlan  
Dept. of Economics and Management  
Via del Santo, 33  
Email: [andrea.furlan@unipd.it](mailto:andrea.furlan@unipd.it)  
Tel. +39 8274235

**Course description**

The course aims at offering an integrated vision of approaches concerning knowledge management within the firm and its role in firm’s competitiveness. The course offers an analysis of theoretical contributions that discuss about knowledge management in collaborative environment and network framework.

The course covers the following topics:

- a) Learning, knowledge management and the firm
- b) Types of knowledge: from tacit knowledge to codification
- c) Knowledge co-production: the role of users and communities
- d) Relational view of knowledge management: networks and alliances

**Grading**

The grades will be based on the following components:

- Class participation, materials reading and comprehension: 20%
- Paper presentation and discussion: 40%
- Term Paper: 40%

**Readings**

Each student is supposed to have read the papers indicated in this syllabus before attending the courses. Students will be assigned specific references (1 or 2 articles) that will be presented and discussed with the instructors and peers in classes. Each student will prepare a presentation of 20 minutes (power point slides required) for each of the papers assigned, followed by 10 minutes of discussion. Refer to Appendix 1 for an outline of how to address the structure and content of the presentation.

## Term paper

Each student is expected to write a term paper on a topic relating to the course; specific topics will be clarified and assigned to students at the end of the course by the instructor.

Acceptable forms include:

1. A conceptual study. The paper could be an extensive literature review of a relatively narrow topic related to material studied (supplementary readings as a first support).
2. A plan for an empirical study. This would provide a literature review, identify a focused research opportunity, and then suggest a research design to conduct the research.

The papers are expected to be between 5,000 and 8,000 words inclusive of all exhibits and references. Instructor will communicate the deadline for the submission within the final exam period.

### **Class 1 – Knowledge management and the firm (March 4<sup>th</sup> – 2 hours) – Prof. E. Di Maria**

Arrow K.J. (1969), “Classificatory notes on the production and transmission of technical knowledge”, *American Economic Review* P&P, 59.

Grant R.M. (1996), “Toward a knowledge-based theory of the firm”, *Strategic Management Journal*, vol. 17, Winter.

Kogut B., Zander U. (1996), “What firms do? Coordination, Identity, and Learning”, *Organization Science* vol. 7, n. 5.

### **Class 2 – Forms of knowledge and KM (March 6<sup>th</sup> – 2 hours) – Prof. E. Di Maria**

Nonaka I. (1994), “A Dynamic Theory of Organizational Knowledge Creation”, *Organization Science*, Vol.5, n.1

Jensen, M., Johnson, B., Lorenz, E., & Lundvall, B. (2007). Forms of knowledge and modes of innovation. *Research Policy*, 36(5), 680–693. doi:10.1016/j.respol.2007.01.006

Cohen W., Levinthal D. (1990), “Absorptive Capacity: a New Perspective on Learning and Innovation”, *Administrative Science Quarterly*, vol. 35, pp. 128-152.

March J.G. (1991), “Exploration and Exploitation in Organizational Learning”, *Organization Science*, vol. 2, n. 1.

### **Class 3 – Managing Knowledge: codification (March 8<sup>th</sup> – 3 hours) – Prof. E. Di Maria**

Von Hippel, E. (1994). Sticky information and the locus of problem solving: implications for innovation. *Management Science*, 40(4), 429-429.

Baldwin C.Y., Clark K.B. (1997), “Managing in an Age of Modularity”, *Harvard Business Review*, September-October.

Sanchez R., Mahoney J.T. (1996), “Modularity, Flexibility, and Knowledge Management in Product and Organization Design”, *Strategic Management Journal*, Vol. 17, Winter Special Issue.

Arora A., Gambardella A., Rullani E. (1998), “Division of Labour and the Locus of Inventive Activity”, *Journal of Management and Governance*, n. 1, Fall.

Hansen M.T., Nohria N., Tierney T. (1999). “What’s your strategy for managing knowledge?”. *Harvard Business Review*, Vol. 77, No. 2 (March-April), pp. 106-116.

Lissoni, F. 2001. Knowledge codification and the geography of innovation: The case of Brescia mechanical cluster. *Research Policy*, 30(9): 1479–1500

**Class 4 – Communities of practice (March 12<sup>th</sup> -3 hours) - Prof. E. Di Maria**

Lave J., Wenger E. (1991) *Situated Learning*, Cambridge University Press, Cambridge, Mass. (selected chapters)

Boland R.J., Tenkasi, R.V., (1995). "Perspective making and perspective taking in communities of knowing", *Organization Science*, vol. 6(4): 350-372

Brown J.S., Duguid P. (1991), "Organizational Learning and Communities-of-practice: Toward a Unified View of Working, Learning and Innovation", *Organization Science*, Vol.2, n. 1.

Brown, J. S., & Duguid, P. (2001). "Knowledge and organisation: A social-practice perspective". *Organization Science*, 12(2), 198-213.

Wenger E., Snyder W.M. (2000), "Communities of Practice: The Organizational Frontier", *Harvard Business Review*, January-February.

Sawhney M., Prandelli E. (2000), "Communities of Creation: Managing Distributed Innovation in Turbulent Markets", *California Management Review* n. 4, Summer.

**Class 5 – Relational view (March 19<sup>th</sup> 10 am - 1pm) – Prof. A. Furlan**

Dyer J., 1997, Effective interfirm collaboration: how firms minimize transaction costs and maximize transaction value, *Strategic Management Journal*, 18

Dyer J.H., Singh, H., 1998, The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage, *The Academy of Management Review*, 23: 660-679

Camuffo, A., A. Furlan and E. Rettore (2007), Risk Sharing in Supplier Relations: An Agency Model for the Italian Air Conditioning Industry", *Strategic Management Journal*, Vol 28 Issue 12 pp.1257-1266.

**Class 6 – Seminar of Action Research (March 22<sup>th</sup>, 2pm-7pm) – Prof. M. Formentini**

**Class 7 – Knowledge and networks (March 27<sup>th</sup> 3pm-5pm) – Prof. A. Furlan**

Dyer J.H., Nobeoka K. (2000), "Creating and managing a high-performance knowledge-sharing network: the Toyota case", *Strategic Management Journal*, vol. 21, n. 3.

Kogut B. (2000), "The Network as knowledge: generative rules and the emergence of structure", *Strategic Management Journal*, vol. 21, n. 3 (Special Issue).

**Class 8 – Knowledge and Alliances (March 29<sup>th</sup>, 2pm-4pm) – Prof. A. Furlan**

Gulati R., 1998, "Alliances and Networks", *Strategic Management Journal*, 19 (4), Special Issue, 293-317

Anand B.N., Khanna T., 2000, "Do firms learn to create value? The case of alliances", *Strategic Management Journal*, 21 (3), Special Issue, 295-315

## APPENDIX 1 – Assessing a scholarly article

### 1. Motivation and literature review

- Is the research question interesting and relevant based on the literature review?
- Do they review the literature relevant to the research question?

### 2. Theoretical framework

- Is it clear which theory or theories the authors draw from to develop their hypotheses and are they fully explored?

### 3. Methodology

- Are the methods consistent with the theory?
- Are the data collection efforts unbiased?
- Does the data offer adequate control variables?
- Are the variables measured in a reasonable way and consistently with the theoretical framework?

### 4. The discussion

- Does it correctly reconcile the theory and evidence found in the paper?
- Does it place the paper in the context of the larger literature?
- Does it identify limitations and opportunities for future research?