# Rajarshi Janak University

## Faculty of Management

## Office of the Dean

# Bachelor of Digital Business Management (BDBM)

## Second Year - Fourth Semester Syllabus

## Effective from the Academic Batch of 2024 AD

**Semester-IV**

| Code | Subject | Credit Hours |
|---|---|---|
| BDBM 241 | Human Resource Management& ICT | 2 |
| BDBM 242 | Practicum on People Analytics | 1 |
| BDBM 243 | Financial Management | 3 |
| BDBM 244 | Statistics for Business | 3 |
| BDBM 245 | Digital and Social Media Marketing | 3 |
| BDBM 246 | Knowledge Management | 3 |
| **Total Credit Hours** | | 15 |

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** | **Credit: 2**
**Program: BDBM** | **Year: Second**
**Course: Human Resource Management and ICT** | **Semester: Fourth**
**Course Code: BDBM 241** | **Lecture Hours: 32**

| |
|---|
| Internal Assessment: 40 Marks |
| External Evaluation: 60 Marks |

## Course Description

This course provides students with fundamental and applied knowledge of Human Resource Management (HRM) in the context of digital business and modern organizations. The course introduces the concepts, scope, functions, and significance of human resource management along with the integration of Information and Communication Technology (ICT) in HR practices. It covers major HR functions including human resource planning, job design and analysis, recruitment and selection, employee socialization, training and development, performance management, HR analytics, compensation management, and digital HR systems. The course emphasizes the transformation of traditional HR practices into technology-driven systems through e-recruitment, digital onboarding, HR Information Systems (HRIS), digital learning platforms, and performance analytics. Students will also explore the challenges and responsibilities of HR managers in the digital era and understand the practical application of HR strategies in organizations, particularly in the Nepalese business environment.

## Course Objectives

The main objective of this course is to develop students' understanding of the principles, practices, and emerging trends of human resource management integrated with ICT applications in organizations. The course aims to provide knowledge about human resource planning, recruitment and selection, employee training and development, performance management, compensation management, and HR analytics. It also seeks to familiarize students with digital HR tools, e-learning systems, HR Information Systems, and technology-enabled HR processes used in modern business organizations. Furthermore, the course intends to enhance students' analytical, managerial, and decision-making skills required for managing human resources effectively in digital and dynamic work environments.

## Learning Outcomes

After completing the course, students should be able to:

- Explain the concepts, scope, functions, and importance of human resource management in organizations.
- Differentiate between personnel management and human resource management.
- Describe the role of ICT and digital transformation in modern HR practices.
- Analyze the process and significance of human resource planning, succession planning, and talent management.

- Prepare job descriptions and job specifications using job analysis techniques.
- Explain recruitment, selection, socialization, and digital onboarding processes in organizations.
- Evaluate various methods of employee training, management development, and digital learning systems.
- Apply traditional and modern performance appraisal methods in organizational settings.
- Understand the use of HR Information Systems (HRIS), HR analytics, and digital performance management tools.
- Explain employee compensation systems, incentive plans, and employee benefits.

**Course Contents**

**Unit 1: Introduction to Human Resource Management LH 5**

- Meaning, scope, objectives, functions and importance of human resource management
- Personnel management vs. human resource management
- Role of ICT in human resource management
- Digital transformation in human resource
- Challenges and responsibilities of human resource manager-
- HRM Practices in Nepalese context

**Unit 2: Human Resource Planning and Job Analysis LH 6**

- Concept, characteristics and importance of HR planning
- Process of HR planning
- Techniques of Forecasting HR Demand and Supply
- Concept and significance of succession planning
- Concept and significance of talent management
- Job analysis: Concept, methods, and importance
- Job description and job specification
- Job design: Concept and approaches

**Unit 3: Recruitment, Selection and Socialization LH 4**

- Concept and Methods of recruitment
- Concept and process of employee selection
- Concept and process of socialization
- E-recruitment and online hiring platforms
- Digital onboarding processes
- Recruitment and selection process in Nepal

**Unit 4: Employee Training and Management Development LH 5**

- Concept and importance of employee training
- Training needs assessment
- Methods of on- the -job training and off- the- job training
- Management development: Concept, objective and methods
- Digital learning systems
- E-learning platforms

**Unit 5: Performance Management** **LH 8**

- Concept and objectives of performance management
- Difference between performance management and performance appraisal
- Meaning and purpose of performance appraisal
- Traditional appraisal methods: Ranking method, Rating scales, Checklist method and Critical incident method
- Modern appraisal methods: 360-degree feedback, Balanced scorecard and Behaviorally Anchored Rating Scale (BARS)
- Digital performance management tools
- HR Information Systems (HRIS)
- HR analytics

**Unit 6: Employee Compensation** **LH 4**

- Concept and objectives of compensation
- Components of compensation: Wages, salaries, incentives, and benefits
- Factors affecting compensation
- Process of establishing pay rates, Incentives plans, Employee benefits.

**Suggested Readings**:

Aswathappa, K. (2010). *Human resource management* (6th ed.). Tata McGraw-Hill Education India.

Durai, P. (2010). *Human resource management*. Pearson Education India

Sinha, P. R. N., Shekhar, S. P., & Bala, I. (2023). *Human resource management* (2nd ed.). Cengage Learning India.

Sharma, A., & Khandekar, A. (2006). *Strategic human resource management: An Indian perspective*. SAGE Publications India

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** | **Credit: 1**
**Program: BDBM** | **Year: Second**
**Course: Practicum on People Analytics** | **Semester: Fourth**
**Course Code: BDBM 242** | **Lecture Hours: 16**

Internal Evaluation: 100 Marks

## Course Description

This 1-credit practicum provides students with hands-on learning experiences aimed at developing practical skills in people analytics within digital business environments. Participants will gain practical exposure to collecting, organizing, analyzing, and interpreting workforce-related data for informed managerial decision-making. Through interactive exercises, spreadsheet applications, dashboard preparation, case analysis, and collaborative projects, students will engage in practical HR analytics activities that simulate real organizational settings. The course focuses on enhancing analytical, problem-solving, and data visualization skills through continuous practice, feedback, and reflection.

## Course Objectives

The Practicum on People Analytics is designed to enhance students' practical competencies in workforce data analysis and evidence-based human resource decision-making in digital organizations. Through practical exercises, case studies, and project-based learning, students will gain proficiency in using analytical tools and HR metrics to evaluate workforce trends and organizational performance. This course bridges theoretical knowledge and practical application by emphasizing the role of data analytics in recruitment, employee performance, engagement, and retention. It encourages critical thinking, teamwork, ethical data handling, and effective communication of analytical findings. By mastering practical people analytics techniques, students will develop the confidence and skills necessary to support strategic HR decisions in modern digital business environments.

## Course Learning Outcomes

After the completion of the course, the students will be able to:

- Collect, organize, and manage workforce-related data effectively.
- Apply practical people analytics techniques in business scenarios.
- Use spreadsheets and digital tools for HR data analysis and reporting.
- Calculate and interpret key HR metrics and workforce indicators.
- Design basic HR dashboards and visual analytical reports.
- Present analytical findings and recommendations professionally.
- Enhance teamwork and problem-solving skills through collaborative projects.

**Course Contents**

**Unit 1: Introduction to People Analytics**

- Understand the concept, importance, and applications of people analytics in digital business.
- Explore HR datasets, ethical considerations, and workforce data management practices.

**Unit 2: HR Data Management and Analysis**

- Collect, organize, clean, and manage employee-related data using spreadsheets.
- Perform practical analysis of recruitment, turnover, absenteeism, and performance data.

**Unit 3: Data Visualization and Reporting**

- Create charts, graphs, dashboards, and visual reports for HR analytics.
- Interpret analytical outputs and communicate findings effectively.

**Unit 4: Practicum Project**

- Conduct a mini project on workforce analytics using real or simulated datasets.

**Assessment and Evaluation:**

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|---|---|
| Class participation and engagement | 20% |
| Individual assignments (written and oral) | 40% |
| Final practicum presentation | 40% |

**Suggested Readings:**


Bhattacharyya, D. K. (2023). *HR analytics: Understanding theories and applications* (2nd ed.). Wiley India.

Ghatak, R. (2022). *People analytics: Data to decisions*. Springer Nature Singapore.

Ghosh, P., & Dutta, T. (2017). *People analytics: Compilation of recent trends*. Bloomsbury India.

Tripathi, S. S., & Ray, R. (2022). *HR analytics in-depth*. BPB Publications.

Yadav, R. S., & Maheshwari, S. (2020). *HR analytics: Connecting data and theory*. Wiley India.

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** | **Credit: 3**
**Program: BDBM** | **Year: Second**
**Course: Financial Management** | **Semester: Fourth**
**Course Code: BDBM 243** | **Lecture Hours: 48**

Internal Assessment: 40 Marks
External Evaluation: 60 Marks

## Course Description

This course introduces students to the fundamental concepts, principles, and practices of financial management. It covers essential topics such as introduction to financial management, financial statement analysis, time value of money, capital structure and leverage, risk and return, valuation of bonds and valuation stocks. Students will learn both theoretical concepts and practical applications necessary to analyze financial decisions within a corporate context. The course aims to provide students with the knowledge and analytical skills necessary to make informed financial decisions in both personal and corporate contexts.

## Course Objectives

The main objective of this course is to provide students with a strong foundation in the principles and practices of financial management. It aims to introduce the concepts, functions, and objectives of financial management in modern organizations, while also developing the ability to analyze and interpret financial statements for effective decision-making. The course equips students with the skills to apply the concept of time value of money in both personal and business finance and examines the relationship between capital structure, risk, leverage, and firm value. It further explores the principles of risk-return trade-off and their role in investment decisions, along with providing knowledge of bond and stock valuation techniques for assessing securities. In addition, the course familiarizes students with the broader financial environment, including emerging issues in finance, with a particular focus on the Nepalese context.

## Learning Outcomes

Upon successful completion of this course, students will be able to:

- Understand the role and scope of financial management in business organizations.
- Analyze financial statements using ratio analysis.
- Apply the concepts of time value of money in various financial decisions.
- Assess the impact of capital structure, leverage, and risk on firm value and financing decisions.
- Analyze the risk-return relationship and its implications for investors.
- Value different types of bonds and determine yields.
- Value preferred stocks and common stocks and determine yields.

**Course Contents**

**Unit 1: Introduction to Financial Management** **LH 6**

- Financial management: concept and functions
- Role of financial managers
- Objectives of financial management: profit maximization vs. wealth maximization
- Agency Conflicts: Conflict between Managers and Shareholders, Conflict between Shareholders and Creditors
- Financial system: Financial institutions, financial markets and financial instruments
- Financial Environment in Nepal
- Emerging issues in finance

**Unit 2: Financial Statement Analysis** **LH 6**

- Financial Statement Analysis: Concept and Objectives
- Financial Ratio Analysis: concept, uses and limitations
- Types of financial ratios: Liquidity Ratios, Asset Management Ratios, Debt Management Ratios, Profitability Ratios and Market Value Ratios
- Interpretation of financial ratios for managerial decision-making
- Du-Pont system of financial analysis

**Unit 3: Time value of Money** **LH 8**

- Concept of time value of money
- Significance of time value of money
- Compounding and discounting techniques
- Future value and present value of a single sum
- Future value and present value of series of cash flows
- Future value and present value of an annuity (ordinary and due)
- Determining the unknown interest rate and time period
- Sinking fund establishment
- Loan amortization

**Unit 4: Capital Structure and Leverage** **LH 6**

- Concept of financial structure and capital structure
- Optimal capital structure
- Factors affecting capital structure
- Business risk and financial risk
- Break-even point: operating, cash and financial
- Concept and types of leverage
- Indifference level of EBIT
- EBIT-EPS analysis

**Unit 5: Risk and Return** **LH 8**

- Concept of risk and return
- Measurement of expected return and risk of a single asset
- Measurement of expected return and risk of a portfolio of assets

- Covariance and correlation
- Systematic and unsystematic risk
- Capital Asset Pricing Model (CAPM)
- Concept of beta

**Unit 6: Bond Valuation** **LH 6**

- Concept and features of bonds
- Types of bonds
- Valuation of bonds: perpetual bonds, zero coupon bonds and coupon bonds with finite maturity
- Valuation of bonds with semi-annual coupons
- Required return and bond values
- Changes in bond values over time
- Bond yields: current yields, capital gains yield, yield to maturity and yield to call.

**Unit 7: Stock Valuation** **LH 8**

- Concept and features of preferred stock
- Types of preferred stock
- Valuation of preferred stock: perpetual and redeemable preferred stock
- Yield on preferred stock
- Concept and features of common stock
- Common stock valuation: single and multiple holding periods
- The dividend discount model: zero growth model, normal growth model, non-constant growth model
- Yield on common stock: current yield and capital gains yield

**Suggested Readings:**


Brigham, E. F. & Houston, J. F. *Fundamentals of Financial Management*. Delhi: Cenage Learning.

Brealey, R. A., Myers, S. C., Allen, F., &Mohanty, P. *Principles of Corporate Finance*. Tata McGraw-Hill Education.

Gitman, L. J. *Principles of Managerial Finance*. Delhi: Pearson Education.

Ross, S. A., Westerfield, R. W., & Jordan, B. D. *Corporate Finance*. New Delhi: Tata McGraw-Hill.

Shah, B; Paudel, L. & Purbe, P. (2025). *Basic Finance.* Kathmandu. Dreamland Publication

Van Horne, J.C. & Wachowicz, J.R., *Fundamentals of Financial Management*, New Delhi: Prentice- Hall India Ltd.

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** **Credit: 3**
**Program: BDBM** **Year: Second**
**Course: Statistics for Business** **Semester: Fourth**
**Course Code: BDBM 244** **Lecture Hours: 48**

Internal Assessment: 20 Marks + Practical with Excel 20 Marks
External Evaluation: 60 Marks

## Course Description

This course introduces fundamental statistical techniques used in business decision-making. Students will learn how to collect, analyze, and interpret data to solve real-world business problems. Emphasis is placed on practical application using software tools and interpreting outputs for strategic decisions.

## Course Objectives

The course aims to equip students with the ability to understand and apply basic statistical concepts within various business contexts, enabling them to summarize, analyze, and interpret data effectively. Through the use of descriptive and inferential statistical techniques, students will develop the skills necessary to draw meaningful conclusions from business data. Additionally, students will gain hands-on experience with data analysis software tools such as Microsoft Excel, enhancing their practical competence in handling real-world business data. Ultimately, the course prepares students to apply statistical reasoning to support evidence-based decision-making in diverse areas of business practice.

## Course Learning Outcomes

By the end of this course, students will be able to:

- Understand and apply basic statistical concepts in business contexts.
- Interpret business data using descriptive and inferential statistics.
- Use software tools like Excel for data analysis.
- Make informed business decisions based on statistical reasoning.

## Course Contents

**Unit 1: Introduction to Statistics** **LH 3**

- Meaning and definition of statistics
- Descriptive vs. inferential statistics
- Role of statistics in business and management
- Scales of Measurement
- Limitations of statistics

**Unit 2: Data Collection and Presentation** **LH 5**

- Sources of data and methods of data collection
- Frequency distributions
- Tables, charts, diagrammatic and graphical presentations

i. Diagrammatic presentation of data: simple bar diagram, subdivided bar diagram, percentage bar diagram, multiple bar diagram and pie-chart.
ii. Graphical presentation of frequency distribution: histogram, frequency polygon and ogives

- Data analysis using Excel
  i. Diagrammatic presentation of data: Simple bar diagram, multiple bar diagram, Subdivided bar diagram, Percentage bar diagram, and Pie-chart,
  ii. Graphical presentation of frequency distribution: Histogram, frequency polygon and Ogives

**Unit 3: Descriptive Statistics** **LH 10**

- Measures of Central Tendency: Mean, Median and Mode
- Partition Values: Quartiles, Deciles and Percentiles
- Measures of Dispersion: Range, Quartile Deviation, Standard Deviation and Coefficient of Variation
- Skewness: Karl Pearson's and Bowley's methods
- Kurtosis: Percentile method
- Five Number Summary and Box and Whisker Plot
- Data analysis using Excel: Performing Descriptive Analysis

**Unit 4: Simple Correlation and Regression Analysis** **LH 6**

- Introduction, Measurements of Correlation: Scatter Plot, Karl Pearson Correlation Coefficient, Spearman rank correlation coefficient.
- Coefficient of Simple determination, Test of significance of sample correlation coefficient using Probable error.
- Introduction, Simple linear regression model
- Estimation of Simple Linear regression equation
- Interpretation of Intercept and two regression coefficients
- Properties of two regression coefficients
- Data analysis using Excel: Measurement of Correlation coefficient, Estimation of Simple Linear regression equation

**Unit 5: Probability Distributions** **LH 8**

- Concept of probability
- Addition and multiplication theorems
- Conditional Probability
- Discrete Probability Distributions (Binomial & Poisson)
- Continuous Probability Distribution (Normal Distribution)
- Data analysis using Excel: Binomial, Poisson and Normal Distributions

**Unit 6: Sampling and Estimation** **LH 6**

- Population and Sample
- Meaning, definition and objective of sampling

- Parameters and Statistics
- Sampling and non-sampling errors
- Standard Error of mean and proportion
- Point Estimate and Interval Estimate
- Confidence interval estimates for mean and Proportion
- Sample size determination for mean and proportion
- Data analysis using Excel: Confidence interval estimates for mean and Proportion

**Unit 7: Hypothesis Testing** **LH 10**

- Concepts of Hypothesis
- Types of Errors in testing of hypothesis
- Level of Significance, Critical region, One tailed test and two tailed test
- Steps of hypothesis testing using critical value approach / p-value approach.
- Test of significance for large samples(Z-test): Test of significance for a single mean and differences of two means
- Test of significance for small samples(t-test): Test of significance for a single mean and differences of two means
- Data Analysis using Excel: Z-test and t-test for one sample and two samples
  i. Z-test: Test of significance for a single mean and differences of two means
  ii. t-test: Test of significance for a single mean and differences of two means

**Suggested Readings:**

Gupta, S.C. (2007). *Fundamentals of Statistics*.6th Edition, Sultan Chand & Sons, New Delhi.

Anderson, D.R., Sweeney D.J. and Williams, T.A. *Statistics for Business and Economics*.11th Edition. Thomson, New Delhi.

David M. Levine, Kathryn A. Szabat& David F. Stephan. (2013). *Business Statistics*: A First Course. 7th edition, Pearson Education.

Davis Glyn and PecarBranko. (2014). *Business Statistics using Excel*.2nd Edition, Faridabad, India: Oxford University Press

Levine, Richard I, and Dabid S. Rubin, *Statistics for Management*, New Delhi: Prentice Hall of India Pvt. Ltd.

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** | **Credit: 3**
**Program: BDBM** | **Year: Second**
**Course: Digital and Social Media Marketing** | **Semester: Fourth**
**Course Code: BDBM 245** | **Lecture Hours: 48**

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| Internal Assessment: 40 Marks |
| External Evaluation: 60 Marks |

## Course Description

This course provides students with comprehensive knowledge and practical understanding of digital and social media marketing in the contemporary business environment. The course introduces the fundamental concepts, importance, tools, and strategies of digital marketing and examines how organizations utilize digital technologies to communicate, engage, and build relationships with customers. It familiarizes students with major digital marketing channels, including social media platforms, email marketing, search engine marketing, digital advertising, and content marketing, while also exploring changing consumer behavior in the digital age.

The course further develops students' abilities to create digital marketing strategies, manage social media engagement, develop effective digital content, and utilize analytics for data-driven marketing decisions. Students will gain practical insights into search engine optimization, pay-per-click advertising, social media advertising, email automation, and performance measurement techniques. In addition, the course examines emerging trends such as Artificial Intelligence, chatbots, automation technologies, and ethical and legal issues associated with digital marketing. By the end of the course, students will be able to apply digital marketing tools and techniques to support organizational marketing objectives in a dynamic and technology-driven marketplace.

## Course Objectives

The primary objective of this course is to equip students with foundational and applied knowledge of digital and social media marketing practices used in modern business organizations. The course aims to develop students' understanding of various digital marketing channels and their strategic role in customer engagement, brand building, and business growth. It seeks to familiarize students with social media marketing strategies, content creation techniques, email marketing practices, search engine optimization methods, and digital advertising tools.

The course also aims to enhance students' analytical and decision-making skills through the use of digital marketing analytics and performance measurement tools. Furthermore, it intends to de velop students' awareness of emerging technologies, ethical concerns, cybersecurity issues, and future trends in digital marketing. Through theoretical understanding and practical applications, the course prepares students to design, implement, and evaluate effective digital marketing campaigns in diverse organizational settings.

## Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain the concepts, importance, channels, opportunities, and challenges of digital marketing in the modern business environment.
- Differentiate between traditional marketing and digital marketing approaches.
- Develop effective social media marketing strategies using major social media platforms.
- Create and evaluate content marketing strategies.
- Apply email marketing techniques, automation tools, and personalization practices to improve customer communication and engagement.
- Demonstrate understanding of search engine marketing concepts including SEO, keyword research, on-page and off-page optimization, and link building.
- Analyze and utilize digital advertising methods.
- Use digital marketing analytics tools and KPIs to measure marketing performance.
- Assess the impact of Artificial Intelligence, chatbots, automation, and emerging technologies on digital marketing practices.

**Course Contents**

**Unit 1: Introduction to Digital Marketing** **LH 6**

- Concept of digital marketing
- Importance of digital marketing
- Traditional marketing versus digital marketing
- Consumer behavior in the digital age
- Types of digital marketing channels
- Opportunities and challenges in digital marketing

**Unit 2: Social Media Marketing** **LH 6**

- Concept of social media marketing
- Importance of social media marketing
- Major social media platforms (Facebook, Instagram, X, LinkedIn, YouTube, TikTok)
- Strategies for social media success
- Social media engagement and community management

**Unit 3: Content Marketing** **LH 6**

- Concept of content marketing
- Benefits of content marketing
- Role of content in digital marketing
- Types of digital content: blogs, videos, podcasts, infographics, Reels and short-term videos
- Content marketing strategy

**Unit 4: Email Marketing** **LH 6**

- Concept of email marketing
- Benefits of email marketing
- Types of Email Marketing (Newsletter, Transactional, Promotional, Opt-In etc.)
- Best practices of email marketing
- Email automation and personalization

**Unit 5: Search Engine Marketing** **LH 6**

- Concept and importance of search engine marketing
- Concept of Search Engine Optimization (SEO)
- On-page and off-page SEO
- Importance of SEO in Digital Marketing
- Best Practices for SEO
- Keyword research and link building

**Unit 6: Digital Advertising** **LH 6**

- Concept of digital advertising
- Social media advertising (Facebook, Instagram, LinkedIn Ads)
- Display advertising and banner ads
- Video advertising
- Programmatic advertising
- Pay-per-click (PPC) advertising

**Unit 7: Digital Marketing Analytics** **LH 6**

- Importance of analytics in digital marketing
- Introduction to Google analytics and social media analytics
- Key Performance Indicators (KPIs)
- Measuring return on investment (ROI)
- Data-driven marketing decisions

**Unit 8: Emerging Trends and Ethical Issues in Digital Marketing** **LH 6**

- Artificial Intelligence in digital marketing
- Chatbots and automation
- Data privacy and cybersecurity issues
- Ethical and legal issues in digital marketing
- Future trends in digital and social media marketing

**Suggested Readings**:

Japee, G. P., & Oja, P. (2019). *Digital marketing*. Mumbai: Indian Books and Periodicals Publishers.

Kumar, S., & Kaur, S. (2023). *Digital marketing*. New Delhi: Taxmann Publications.

Opresnik, M. O., Hollensen, S., & Kotler, P. (2026). *Social media marketing: A practitioner approach (Indian ed.)*. New Delhi: Vikas Publishing House.

Patnaik, R., & Mahapatra, D. M. (2025). *Digital and social media marketing: Theory and practices*. New Delhi: Sultan Chand & Sons.

Vachhani, N., & Bhayani, S. (n.d.). *Basics of e-marketing: As per Indian perspective*. Mumbai: Himalaya Publishing House.

**Rajarshi Janak University**

# Faculty of Management

**Level: Bachelor** | **Credit: 3**
**Program: BDBM** | **Year: Second**
**Course: Knowledge Management** | **Semester: Fourth**
**Course Code: BDBM 246** | **Lecture Hours: 48**

Internal Assessment: 40 Marks
External Evaluation: 60 Marks

## Course Description

This course provides students with comprehensive knowledge of the concepts, theories, processes, tools, and applications of knowledge management in modern organizations and digital business environments. The course emphasizes knowledge as a strategic organizational resource and explores how organizations create, capture, store, share, and utilize knowledge to enhance innovation, competitiveness, and decision-making. Students will examine the distinction between data, information, knowledge, and wisdom, along with various knowledge management models, organizational learning theories, and intellectual capital frameworks. The course further introduces knowledge management systems and technologies such as enterprise systems, content management systems, cloud computing, collaborative platforms, artificial intelligence, and big data analytics. In addition, the course focuses on developing knowledge-sharing cultures, leadership roles, innovation management, and strategic implementation of knowledge management initiatives. Practical applications of knowledge management in areas such as human resource management, supply chain management, customer relationship management, research and development, public organizations, and IT industries are also explored to prepare students for knowledge-driven digital enterprises.

## Course Objectives

The primary objective of this course is to develop students' understanding of knowledge management as a critical driver of organizational performance, innovation, and competitive advantage in the digital economy. The course aims to provide students with theoretical and practical knowledge of knowledge management concepts, models, processes, and systems used in modern organizations. It seeks to enhance students' ability to identify, acquire, organize, share, and apply organizational knowledge effectively using appropriate technological tools and collaborative platforms. The course also intends to familiarize students with organizational learning practices, knowledge-sharing cultures, leadership roles, and strategic approaches to implementing knowledge management systems. Furthermore, the course aims to develop analytical and managerial skills required to apply knowledge management practices across various functional areas and industries in the contemporary digital business environment.

## Learning Outcomes

Upon successful completion of this course, students will be able to:

- Explain the concepts, evolution, importance, and challenges of knowledge management.

- Differentiate among data, information, knowledge, and wisdom in organizational contexts.
- Analyze tacit and explicit knowledge and their role in organizational learning and innovation.
- Describe major knowledge management theories, models, and frameworks.
- Apply knowledge management processes for knowledge creation, storage, sharing, and utilization.
- Evaluate the role of knowledge management systems and digital technologies in organizations.
- Assess the contribution of AI, big data, collaborative technologies, and enterprise systems in knowledge management.
- Examine organizational learning, leadership, and knowledge-sharing culture in enhancing innovation and collaboration.
- Develop knowledge management strategies aligned with organizational goals and business strategy.
- Analyze barriers, performance measures, and future trends in knowledge management implementation.
- Apply knowledge management practices in functional areas such as HRM, CRM, supply chain management, R&D, public organizations, and IT industries.

**Course Contents**

**Unit 1: Introduction to Knowledge Management** **LH 6**

- Concept and evolution of knowledge management
- Data, information, knowledge, and wisdom
- Types of knowledge: tacit and explicit knowledge
- Importance of knowledge management in digital business
- Knowledge economy and knowledge society
- Objectives and benefits of knowledge management
- Challenges in knowledge management

**Unit 2: Knowledge Management Theories and Models** **LH 8**

- Knowledge management life cycle
- Knowledge creation theories
- SECI Model of knowledge conversion
- Organizational learning theory
- Intellectual capital and knowledge assets
- Knowledge management frameworks and architectures

**Unit 3: Knowledge Management Processes** **LH 8**

- Knowledge identification and acquisition
- Knowledge creation and capture
- Knowledge storage and retrieval
- Knowledge sharing and dissemination

- Knowledge application and utilization
- Knowledge retention strategies
- Best practices in organizational knowledge management

**Unit 4: Knowledge Management Systems and Technologies** **LH 8**

- Knowledge management systems
- Content management systems
- Enterprise resource planning systems
- Customer relationship management systems
- Cloud computing and collaborative technologies
- Intranets, Portals, and Wikis
- Role of AI and Big Data in KM

**Unit 5: Organizational Learning and Innovation** **LH 6**

- Learning organizations
- Knowledge-sharing culture
- Innovation and creativity management
- Team learning and collaboration
- Leadership and Knowledge Management
- Role of social media and digital collaboration tools

**Unit 6: Knowledge Management Strategy and Implementation** **LH 6**

- Aligning KM with Business Strategy
- Developing KM strategies
- Knowledge audit and mapping
- KM implementation process
- Measuring KM performance
- Barriers to KM implementation
- Future trends in knowledge management

**Unit 7: Knowledge Management Applications** **LH 6**

- KM in Innovation and R&D
- KM in Human Resource Management
- KM in Supply Chain Management
- KM in Customer Relationship Management (CRM)
- KM in Public and Non-Profit Organizations
- KM in IT and Software Organizations

**Recommended Books**

Awad, E. M., & Ghaziri, H. M. (2018). *Knowledge management*. Pearson Education.
Dalkir, K. (2021). *Knowledge management in theory and practice* (4th ed.). MIT Press.
Mishra, J. K.(2009). *Knowledge Management*. Global India Publications Pvt. Limited
Mruthyunjaya, H. C. (2014). *Knowledge management*. PHI Learning Pvt. Ltd.
Tiwana, A. (2019). *The knowledge management toolkit*. Pearson India.
Warier, S. (2003). *Knowledgw Management*. Vikas Publishing House