



**Knowledge Based Leadership**  
LEAD565 [all sections]  
Southwestern College Professional Studies

**COURSE SYLLABUS**

**I. Course Catalog Description**

The course will cover the integration and alignment of strategic planning, mission, vision with goals and objectives to position organizations to transition to a knowledge-based environment. Participants will develop a plan for capturing “tribal knowledge” and using that knowledge to create and communicate a shared vision.

**II. Required and Supplementary Instructional Materials**

Dalkir, K. (2011). *Knowledge management in theory and practice*. Cambridge, MA: MIT Press.  
Use of supplementary materials required.

**III. Course Delivery**

There are two forms of course delivery Ground and Online:

Ground courses, or those that meet face-to-face on a weekly basis, also have an online component, which means some of the course content is delivered online. Southwestern College utilizes the Blackboard (Bb) learning management system.

Online courses typically contain a blend of synchronous (real-time) and asynchronous (not real-time) material. Depending on the course, you may be required at times to interact “live,” which might mean attending a scheduled Collaborate session. You may also be required to view or listen to a lecture or other video on a specific date and time. Of course, if there are circumstances that prohibit you from logging in to a scheduled synchronous activity, an alternate assignment will be provided. Please refer to the [Course at a Glance](#) section which will note any synchronous activities.

**IV. Learning Outcomes**

Learning outcomes describe the knowledge, skills, values, and attitudes that learners gain as the result of a particular learning experience. Southwestern College Professional Studies has learning outcomes specific to each course and each [undergraduate](#) and [graduate](#) program of study, as well as [institution-wide outcomes](#) related to the mission and vision of the college. Outcomes can help learners and instructors focus on the big picture of the learning experience and can help inform potential employers about a graduate’s knowledge and skills.

Upon successfully completing this course, the learner will be able to:

- Describe knowledge-based leadership, decision-making, strategy, and related concepts.
- Explain knowledge; Knowledge Management (KM) concepts, strategy, cycle, and models; their interrelationship with each other; and their interrelationship with knowledge-based leadership, decision-making, and strategy.
- Assess the application of the elements of the KM cycle within teams and organizations, and the tools and resources that support them.
- Evaluate the contribution that organizational culture and knowledge-based leadership make to effective KM, KM teams, and KM strategy.
- Assess the contribution of KM to organizational learning.
- Apply knowledge-based leadership and KM knowledge, skills, and practices to the development and execution of a KM strategy that supports strategic and operational knowledge-based planning, decision-making, performance, and communication.

At the end of the course, learners may vary in their ability to achieve these outcomes. You are more likely to achieve these outcomes only if you attend class and/or online activities as required by the syllabus, complete the requirements for all assignments to the best of your ability, participate actively in class activities and group work as directed, and study diligently for exams.

## V. Expectations

Learners can expect the instructor to:

- Respond to e-mail and phone contact attempts promptly (if you do not receive a response after 48 hours please follow-up as a technology glitch may have occurred)
- Substantially participate in weekly discussions/lecture
- Employ impartial and consistent grading practices
- Provide assignment grades and feedback in one week or less

Instructors can expect the learner to:

- Review the syllabus in its entirety requesting clarification prior to beginning week 1 coursework
- Obtain access to the required course materials prior to the class start date or notify the instructor of any delay no later than Tuesday of week 1 of the course
- Submit course assignment questions with enough notice to receive and incorporate feedback prior to the assignment due date (see [course late policy](#))
- Possess basic skills in Microsoft Office, and have the ability to access Blackboard
- Include the [course ID](#) (Ex: CORE101) on all e-mail correspondence
- Check Blackboard course announcements often during the course
- Communicate with instructors and classmates in a professional and respectful manner
- Substantially participate in weekly discussion/lecture (it is strongly suggested that Bb posts be prepared in a word processing software application then checked for grammar errors prior to submission)
- Submit assignments via the appropriate avenue (e.g. discussion board, Bb assignment link, etc.)
- Adhere to the Southwestern College [Student Code of Conduct](#) and [Standards of Academic Integrity](#)
- Create and submit original work

## VI. Grading Scale and Criteria

<u>Grade</u>	<u>Quality Points</u>	<u>Course Scale</u>
A+	4.00	100%
A	4.00	94.0-99.9%
A-	3.67	90.0-93.9%
B+	3.33	87.0-89.9%
B	3.00	84.0-86.9%
B-	2.67	80.0-83.9%
C+	2.33	77.0-79.9%
C	2.00	74.0-76.9%
C-	1.67	70.0-73.9%
D+	1.33	67.0-69.9%
D	1.00	64.0-66.9%
D-	0.67	60.0-63.9%
F	0.00	< 60.0%

Grade:	Criteria and Guidelines:
A+	The grade of A+ is reserved for a perfect score (100%) of all work in a course.
A	Superior work: Superior performance that far exceeds the minimum expectations and demonstrates an excellent understanding of the concepts addressed in the course.
B	Above average work: Good performance that exceeds the minimum expectations and demonstrates a higher than average understanding of the concepts addressed in the course.
C	Average Work: Adequate performance that meets the minimal expectations and demonstrates a basic understanding of the concepts addressed in the course.
D	Minimally acceptable work for receiving credit: Below average performance that does not meet the minimum expectations and/or does not demonstrate a basic understanding of the concepts addressed in the course.
F	Failure: Unacceptable performance (in a professional context, this means “you’re fired.”)
WF	Withdraw/Fail: A final grade of WF will be recorded for learners who either never access/attend or submit any assignments for courses.
WD, AW, I, S, W, WM	Please refer to the <a href="#">Grading System</a> section of the appropriate catalog.

## VII. College Policies

Students are expected to read and abide by the college policies as listed in the appropriate catalog:

- [Undergraduate Catalog](#): For learners who do not possess a bachelor’s degree, are pursuing an additional bachelor’s degree or for graduate learners who are enrolled in 100-400 level courses.
- [Graduate Catalog](#): For learners who have earned a bachelor’s degree and are pursuing a master’s degree or graduate level certificate or learners who are enrolled in 500+ level courses.

[Non-Discrimination Policy](#)

[Student Code of Conduct](#)

[Academic Integrity Policy](#)

[Policies for Dealing with Violations of Academic Integrity](#)

[Incomplete Policy](#)

[Withdraw Policy](#)

## VIII. Course Policies

Students are expected to read and abide by the course policies located in the instructor-specific syllabus in the Blackboard course.

## IX. [Technology Requirements](#)

### X. Citation

Check the Academic Resources link in the course menu of your Blackboard course to find the specific requirements and resources for formatting manuscripts and documenting various kinds of sources when submitting written work.

### XI. SafeAssign®

This instructor may use SafeAssign®, which is a system that allows for checking the originality of writing and proper citing. Your assignments may be run through this software.

## XII. Course Requirements:

Requirements	Number of Assignments	Points Possible	Percent of Grade
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Requirements	Number of Assignments	Points Possible	Percent of Grade
Class Discussions	6	300	30
Concept Paper	5	500	50
Group Project	1	200	20
<b>Total Points</b>		<b>1,000</b>	<b>100</b>

### XIII. Course at a Glance:

Unit	Reading & Preparation Activities	Graded Work Due
1	<ul style="list-style-type: none"> <li>Unit 1 Lessons</li> <li>Click the Start Here link, review the section, and become comfortable navigating the course.</li> <li>Read Chapters 1 - 3 and review chapter PowerPoint presentations.</li> <li>Read assigned library journal articles (see attached)</li> <li>Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion</li> <li>Concept Paper</li> </ul>
2	<ul style="list-style-type: none"> <li>Unit 2 Lessons</li> <li>Read Chapters 4 - 6 and review chapter PowerPoint presentations.</li> <li>Read assigned library journal articles (see attached)</li> <li>Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion</li> <li>Concept Paper</li> </ul>
3	<ul style="list-style-type: none"> <li>Unit 3 Lessons</li> <li>Read Chapters 7, 10, and 11 and review chapter PowerPoint presentations.</li> <li>Read assigned library journal articles (see attached)</li> <li>Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion</li> <li>Concept Paper</li> </ul>
4	<ul style="list-style-type: none"> <li>Unit 4 Lessons</li> <li>Read Chapters 8, 12, and 14, and review chapter PowerPoint presentations.</li> <li>Read assigned library journal articles (see attached)</li> <li>Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>Discussion</li> <li>Concept Paper</li> </ul>

Unit	Reading & Preparation Activities	Graded Work Due
5	<ul style="list-style-type: none"> <li>• Unit 5 Lessons</li> <li>• Read Chapter 9 and review chapter PowerPoint presentation.</li> <li>• Read assigned library journal articles (see attached)</li> <li>• Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Concept Paper</li> </ul>
6	<ul style="list-style-type: none"> <li>• Unit 6 Lessons</li> <li>• Read Chapter 13 and review chapter PowerPoint presentation.</li> <li>• Read assigned library journal articles (see attached)</li> <li>• Participate in the Collaborate session or review the recording. Live attendance or viewing of the recording is required due to its instructional nature.</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion</li> <li>• Group Project</li> </ul>

**XIV. College Resources**

[Advising](#)

[Self-Service](#)

[Withdraw Form](#)

[Blackboard Learn](#)

[SCPS Bookstore](#)

[Deets Library](#)

[Online Writing Center](#): View this brief [video tutorial](#) that explains how to enroll in Blackboard

**IT Support:** [Marilyn.clements@sckans.edu](mailto:Marilyn.clements@sckans.edu) or 888-684-5335 x.121

**XV. ADA Compliance Statement**

Southwestern College Professional Studies is committed to making reasonable accommodations for qualified students with documented disabilities. If you have a disability that may impact your learning and for which you may need accommodations, please notify the Director of Learner Support and Academic Success, at 888.684.5335.

**XVI. Senior Capstone and Graduate Projects:**

The majority of the programs offered by Southwestern College Professional Studies conclude with a Senior Capstone or Graduate Project. During the Capstone or Project course students will be required to retrieve papers, assignments and projects that they created during their entire program of study. For this reason it is imperative that students design a method of storing program course work for use during their final class at Southwestern College Professional Studies.