CSUN®

CALIFORNIA
STATE UNIVERSITY
NORTHRIDGE

MASTER OF

KNOWLEDGE MANAGEMENT

"The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it."

– Andrew Carnegie

This master's degree prepares you for a career managing the intellectual and knowledge-based assets of various organizations, including corporations, non-profits and government agencies. Delivered fully online, the program features work-friendly scheduling and takes two years to finish.

In the program, you'll learn how to:

- Build and transfer knowledge in organizations
- Manage information and data for a variety of companies and purposes
- Enhance employee and team performance
- Foster innovation in research, operations, product design, marketing and sales
- Manage, preserve and protect organizational knowledge and intellectual properties

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What is Knowledge Management (KM)?

Knowledge Management is the process organizations use to identify, create, store, share and deploy knowledge. Using KM principles, an organization can maximize value from its intellectual assets, build trust among employees, and prepare for future opportunities and disruptions.

Although KM involves the use of technology, its main focus is on supporting effective decision making, understanding the human factors of knowledge, and developing creative solutions to organizational challenges.

Whether it's a simple solution, such as an FAQ, or a complex one, like Amazon's recommendation engine, KM's goal is to get the right information to the right people at the right time.

With this degree, you can do all of the above, opening many new career paths and making you an indispensable part of a company's operations and structure.

Staying Competitive in the Knowledge Economy

The old saying that knowledge is power has become literal truth in today's competitive economy. The effective use of a KM degree, with its interdisciplinary approach to a host of organizational challenges, can greatly enhance employee performance across the board, foster innovation in such areas as product design, marketing and sales, and facilitate the exchange of an organization's most important commodity – the knowledge of the people who make the difference between success and failure.

"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage."

— former GE CEO Jack Welch

Career options:

- Chief Information Officer
- Content Manager
- Knowledge Manager
- Security Manager
- Data Analyst
- Human Resources Manager
- Information Technologist
- Curator
- Community Relations Officer
- Database Manager

How and Where Would I Use this Degree?

While the program's interdisciplinary content includes many topics covered in a traditional MBA program, Knowledge Management graduates will also be equipped to lead organizations in acquiring, developing, and sharing knowledge that creates value for themselves and their organizations.

That includes technology firms, film studios, non-profits, as well as local, state and federal government agencies. Here are a few organizations that have implemented successful and wide-ranging KM programs:

- **Google** uses KM to improve search results and to predict user needs.
- **The Library of Congress** uses KM to maintain its massive repository of books and resources.
- **Netflix** uses KM to refine its personalized recommendations engine.
- **Goodwill** uses KM for a variety of activities, including dissemination of key knowledge across employees and organizational units.
- **The Boeing Company** uses KM to assist in the adoption of lean manufacturing principles.
- **The U.S. Army** has implemented KM to transform itself into a network-centric, knowledge-based force.

By 2020, there will be 30x more digital information and 60x more files. — International Data Corp.

The global knowledge management market was valued at around $206 billion in 2016 and is expected to expand at a compound annual growth rate of more than 22% between 2017 and 2025, according to a new report from Zion Market Research.

$206 bn

2015
2020
2025
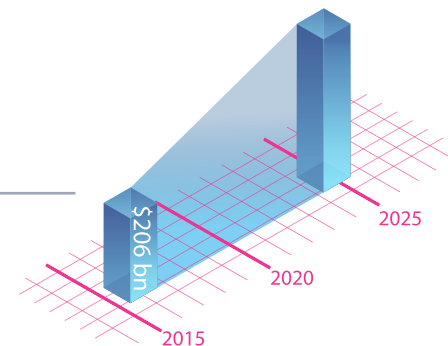
Courses designed for career advancement

CSUN's Master of Knowledge Management features a curriculum designed to meet the career development needs of working professionals. Delivered in the cohort format, each course builds on the content of the last and lays the groundwork for those that follow.

Program Features Designed to Meet the Needs of Working Professionals

Understanding that working professionals have unique needs, our staff and faculty are committed to providing you with the highest level of support to address your concerns in the most timely and efficient manner. What you can expect:

- **Work-friendly scheduling** – This online program provides you with significant flexibility for completing course work at times and in places that fit your schedule. CSUN's online programs are held to the same high standards of academic excellence and student achievement as the university's on-campus programs.

- **A community of peers** – Students enter and progress through the program as a group or cohort. The cohort format not only ensures on-time completion and maximizes interaction with faculty, but also encourages the development of valuable professional relationships with classmates who share similar career goals and interests.

- **Exceptional support services** – Chief among these is the personal assistance of a program coordinator whose expertise with program-related administrative matters frees you to focus on your studies and career.

- **Guaranteed enrollment** – We automatically enroll you in all courses, giving you the peace of mind to continue your studies uninterrupted.

- **Federal financial aid** – Many of our students access financial aid to help pay for their education. A team of financial-aid specialists dedicated exclusively to our professional students is available to help process applications and distribute funding for those who qualify.

Course Highlights

KM 610 Theories of Knowledge Management

This course introduces students to the basic principles of Knowledge Management; to the historical, political, cultural, and epistemological dynamics related to the production, preservation, and dissemination of knowledge; and to the specific characterization of knowledge in individual, organizational, and community-based contexts. It provides students with foundational notions and terminology; introduces IT-based approaches to knowledge in the KM field; and reviews technological concepts, such as the difference between data and information and between information and knowledge. Finally, by mapping out various forms of knowledge across indigenous, globalized, and situated domains – both in the Western and Non-Western world – students in this course address major issues concerning the nature of knowledge as provisional and reconfigurable, individual and collective, codified and not codified.

KM 611 Legal and Ethical Aspects of Knowledge Management

This course focuses on the legal and ethical implications inherent in the knowledge management field, providing a thorough analysis of intellectual property law, including trademark, copyright, patent, and trade secret law, with a focus on practical application. In addition to the exploration of these legal issues, the course addresses various ethical frameworks relevant to a knowledge management context, especially those contexts not currently governed by specific law or policy. Special emphasis is paid to the relationship between knowledge and power in the organizational context, with attention to the social and political implications of knowledge management technology at both an individual and organizational level.

KM 620 Information Organization and Knowledge Access

The ease with which users navigate knowledge systems and resources is critical to an organization's success. This course studies the interaction of people with information technologies, especially those through which organizational knowledge is accessed. Through the systematic testing of human-user interfaces (HUI), students will understand how to mitigate issues and barriers – both humanistic and technological – associated with finding and discovering resources. Through the application of metadata standards for non-traditional resource description, the course also addresses issues associated with finding organizational resources, assets, and records. Students in this course will exercise cultural competency when describing knowledge resources. Particular attention is paid to accurately representing cultural domains and mitigating, remediating, and/or avoiding embedded biases and historical inaccuracies.

KM 625 Research Methods, Mapping and Modeling for Knowledge Workers

This course reviews techniques and tools that support strategic development and decision-making through all phases of knowledge discovery, knowledge capture, and knowledge analysis. It prepares students to build a relational database and apply machine learning to model organizational entities, consumer profiles, behaviors and preferences in support of knowledge needs analyses. Students will learn to identify gaps in knowledge; explore the ethical issues surrounding the manipulation of data; learn to accurately and responsibly capture, represent, and disseminate new knowledge; review current research methods to gather and analyze data; and utilize these methods to generate and effectively communicate new knowledge across diverse communities of practice.

KM 631 Knowledge Leadership

This course focuses on designing, determining, organizing, directing, facilitating, and monitoring the knowledge-related practices and activities required to achieve an organization's desired business strategies and objectives. Adopting a management perspective on the KM field, this course will critically examine team management and communication, especially cross-cultural communication; the promotion of a fair and supportive organizational climate; organizational effectiveness in identifying, designing, and implementing business strategies; supporting collaboration to meet an organization's goals; and the consequences of these strategies for communities – especially communities of color – within and outside of the institutional context.
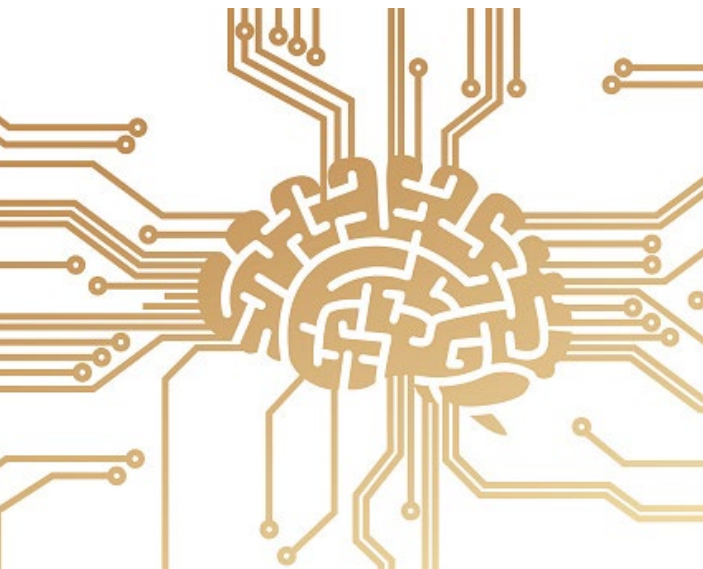
KM 633 Communication in the Knowledge Environment

This course explores the fundamentals of communication theory, processes, and rhetoric in knowledge environments. Students review communication strategies with attention to cultural, political, social, and economic context, and practice the transmission of information and knowledge in various modalities. Emphasis is placed on dynamics of power in intra- and inter-organizational communication (including issues of influence, authority, control, the digital divide, etc.) as well as on the semiotic and hermeneutic implications of communication strategies for various cultural communities.

KM 635 Knowledge Systems

This course studies the basic technological and physical systems used to manage internal information, assets, records, and institutional memory. Students will analyze the needs of various organizational types and communities of knowledge, making recommendations regarding the mock deployment of knowledge systems in order to mediate organizational needs and knowledge flows. Special emphasis is placed on determining the types of systems that define an effective knowledge infrastructure for multiple communities of practice.

KM 642 Organizational Culture and Change Management

This course focuses on the study of specific issues critical to knowledge management success. It examines the topics of organizational culture and climate, current research in organizational change management, as well as best practices to effectively and ethically lead innovation and change through proven strategic initiatives.

KM 643 Competitive Intelligence

This course challenges students to design a practical research project that will responsibly utilize public and proprietary information assets to provide knowledge solutions to complex business needs. It captures the latest techniques and technologies to conduct business analysis while using strategy development frameworks, with special attention paid to understanding an industry's internal operating conditions; identifying its competitive landscape; and anticipating its external impacts, including social impacts on the regional community.

KM 645 Statistics and Data Analytics

This course provides a comparative analysis of statistical methods and tools, demonstrating how different analytic methods can be used to address the critical data issues faced by organizations in a digital age. Students learn to apply those methods across various communities of practice in support of strategic initiatives. Students also analyze a range of issues in data ethics to ensure the responsible capture and use of data; to ensure cultural appropriateness and subject privacy; and to root analytics initiatives in a responsible and trustworthy regimen.

KM 650 Knowledge Management Technologies

This course provides students with the theoretical and practical resources to enable knowledge production, representation, and communication, equipping students to analyze multiple datasets (Big Data) and textual corpuses that support organizational decision-making processes. The course thoroughly examines techniques of data visualization with an emphasis on ethical and faithful visual representations that avoid the distortion of actual data. Students will learn the benefits as well as the limitations of existing digital tools to the practice of knowledge acquisition and sharing throughout an organization.

KM 698 Graduate Project

In this course, students create a major independent assignment or research project that demonstrates an advanced understanding of the Knowledge Management best practices relevant to their particular professional setting, including the historical, social, and political factors that inform and shape those practices. By offering a structured learning environment in which students can tailor their project to their own objectives and needs, students in this course will be able to address an individual developmental objective; apply the skills acquired over the course of the Knowledge Management program; integrate those skills with their own professional experience; and position their unique knowledge management capabilities in a real-world context. As students progress through their research project, class discussions will center on areas of concern not yet governed by current knowledge management theory and best practice, with a view to advancing the field toward epistemic justice and socially responsible knowledge management strategies.

Distinguished Faculty

The Knowledge Management master's degree program is taught by some of the country's most prominent KM practitioners and CSUN faculty from a variety of disciplines.

Current faculty members include:

Mauro Carassai, Ph.D.

Mauro Carassai is Assistant Professor of Liberal Studies at California State University, Northridge, where he teaches courses in contemporary American literature and Digital Humanities. He was a Brittain Postdoctoral Fellow at Georgia Institute of Technology in 2014-15 and a visiting Fulbright at Brown University in 2007-2008. His research combines literary theory, philosophy of language, and digital literatures within the larger frame of American literatures and American studies. His scholarly work has been published in journals such as Culture Machine, LEA Almanac, DHQ, and ADA – A Journal of Gender Media and Technology. He co-edited a double issue for the Digital Humanities Quarterly titled "Futures of Digital Studies" and he is currently at work on a manuscript exploring problems and perspectives in configuring an ordinary digital philosophy.

Wade Chumney, J.D.

Wade Chumney earned his B.A. from Davidson College (NC), his M.Sc. in Information Systems from Dakota State University, and his J.D. from University of Virginia School of Law. He is an Associate Professor of Business Law at California State University, Northridge. His research focuses on the interplay between business ethics, law and technology, focusing on intellectual property, data privacy and security, and the impact of the internet.

Keith Gosselin, MBA

Keith Gosselin earned his B.A. from Loyola Marymount University (CA) and his MBA in Finance/Economics from College of William & Mary (VA). He is a Lecturer in the David Nazarian College of Business and Economics at California State University, Northridge.

Kent Greenes, M.S.

Kent Greenes earned his B.S. in Geosciences from Kent State University (OH) and his M.S. in Geophysics from University of Arizona. He also completed the Executive Program at J.L. Kellogg Graduate School of Management, Northwestern University (IL). He started Greenes Consulting in 2006 after working internationally in a variety of executive, operations, technology and business renewal roles in the energy and engineering industries. He has been widely recognized as a pioneer in Knowledge Management.

Mitchell Herschbach, Ph.D.

Dr. Mitchell Herschbach earned his B.A. in Philosophy and his B.S. in Psychology from Santa Clara University. He earned his M.A. in Philosophy and his Ph.D. in Philosophy and Cognitive Science from University of California, San Diego. He is a Lecturer in the Department of Philosophy at California State University, Northridge. His main research interests lie in the philosophy of mind and the philosophy of science, particularly cognitive science, psychology, and neuroscience.

Distinguished Faculty

(Continued from the previous page)

Charissa Jefferson, M.L.S.

Charissa Jefferson earned her B.A. in Women's Studies from California State University, Long Beach; her M.A. in Cultural Studies, Arts and Humanities from Claremont Graduate University; and her M.L.S. from the University of North Texas/CSUN cohort. She is an Associate Librarian in Reference and Instructional Services at California State University, Northridge. Her focus is on effective teaching and learning technologies for library and information literacy instruction for business students.

Steve Kutay, M.L.I.S.

Steve Kutay earned his B.A. and his M.L.I.S. from University of California, Los Angeles. He is a Digital Services Librarian in Collection Access and Management Services at California State University, Northridge.

Robin Muller, Ph.D.

Dr. Robin Muller earned her B.A. in Philosophy from Trinity College (CT), her M.A. in Theoretical Linguistics from University College London, and her M.A. in Philosophy and Ph.D. in Philosophy from The New School for Social Research (NYC). She is an Assistant Professor of Philosophy at California State University, Northridge. She maintains an active research interest in the history and philosophy of linguistics, especially in 18th-century German thought. Her other areas of interest include the history of philosophy, continental philosophy, phenomenology, and the philosophy of mind.

Vahab Pournaghshband, Ph.D.

Dr. Vahab Pournaghshband earned his B.Sc. and M.Sc. from University of California, Berkeley, and his Ph.D. from University of California, Los Angeles. He is an Assistant Professor at California State University, Northridge. His research interests include computer security, computer networks, applied machine learning, applied cryptography, and computer science education. In the past, he worked at Symantec, Inc. (on reputation-based security), PostPath Inc., (which was later acquired by Cisco Systems, Inc.), and NASA Jet Propulsion Laboratory.

Admission to the KM Program

To be admitted to the program, applicants must possess (at the time of enrollment):

- **Educational Background**: Bachelor's degree from an accredited college or university and be in good standing at the last institution attended.
- **Cumulative GPA**: 2.5 or higher overall GPA is required.
- **Work Experience**: Have a minimum of one year of work experience.
- **Upper Division Writing Proficiency Exam (UDWPE)**: Successful completion of the UDWPE prior to completing no more than 12 units of graduate coursework.

Accreditation

California State University, Northridge is accredited by the Commission for Senior Colleges and Universities for the Western Association of Schools and Colleges (WASC), an institutional accrediting body recognized by the Council on Higher Education and Accreditation. Program faculty and industry experts are active participants in KM-related national professional organizations and at national KM conferences.

For More Information

(818) 273–6877

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go.csun.edu/aboutKM