



MGMT5117P: Knowledge Management

Fall 2026

Instructor:	Abdel Hamou-Lhadj, P.Eng., MSc, MBA, C.Dir.
Email Address:	abdelhamoulhadj@cunet.carleton.ca For any email queries, in the subject column write your course code.
Class Times:	Friday, October 16, 8:35 a.m. – 5:25 p.m. (EDT) Saturday, October 17, 8:35 a.m. – 5:25 p.m. (EDT)
Modality:	In-class (i.e., Face-to-Face)
Office Hours:	By appointment only
Office Location:	Mobile
TA Name/Email:	None

Pre-Requisites & Preclusions:

Prerequisites: MGMT 5100

Preclusions: None

Course Description & Instructor's Statement

Knowledge as a resource; methodologies for managing ongoing and future knowledge needs in businesses. As required knowledge is dispersed and developed throughout the globe, international dimensions of knowledge management.

Instructor's Description:

In today's business environment, organizations are facing significant challenges in terms of globalization and international competition, high-performance expectations, fast innovation cycles, breakthrough technologies, and changing demographics. Therefore, today's managers must be able to understand these challenges and help build the intellectual and human capital required to increase organizational learning capacity, create, store, and disseminate knowledge, and maintain knowledge relevance.

The format of the course consists of a mixture of lectures and class discussions aimed to examine the theory and practice of knowledge management and organizational learning in a focused perspective – the effectiveness and efficiency of high-performance organizations.

Course Learning Objectives:

1. Explain key concepts, theories, and models of knowledge management and organizational learning.
2. Identify and apply selected knowledge management approaches and techniques to organizational situations.
3. Assess the main benefits and limitations of knowledge management practices within organizations.
4. Analyze key organizational, technological, and managerial challenges related to the creation, sharing, retention, and use of knowledge.

Required & Optional Materials

There is no mandatory textbook for this course. A list of readings has been compiled for the course. Most readings are accessible online through Carleton library. Some materials are available in the “ARES Reserves” section on Brightspace. Instructions for accessing the materials are available on Brightspace.

Note: Additional readings may be identified by the instructor and posted on Brightspace, as either required or suggested, to augment the learning as needed. Therefore, students are encouraged to regularly consult Brightspace for supplemental resources.

Grading Scheme & Timeline

Item	Value	Deadline
▪ Online Quiz	20%	October 24, 23:59 EDT
▪ Individual Assignment	40%	October 31, 23:59 EDT
▪ Group Project	40%	November 7, 23:59 EDT
Total		100%

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

Policies & Accommodations

<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

Additional Information on Deliverables and Grading

Each component of your grade will be assigned a percentage score. Your final course grade will be a weighted average of each of these components.

▪ Online Quiz (20%)

One (1) online quiz will be administered asynchronously through Brightspace following the two in-class sessions. The quiz will assess students' understanding of the key concepts, theories, models, approaches, and techniques of knowledge management and organizational learning covered in the course and assigned readings.

The quiz must be completed no later than October 24 at 23:59 (EDT). No make-up or alternative quiz will be provided for a missed deadline, except where an approved academic accommodation or academic consideration applies under Carleton University policy.

- **Individual Assignment (40%)**

Each student will complete an assignment focused on applying concepts from the readings and class discussions to the analysis of a selected case. Two (2) case options will be provided on Brightspace. Each student must select one (and only one) case and submit an individual analysis report. Further details about the assignment will be provided in a separate document posted on Brightspace. The assignment must be submitted through Brightspace by October 31 at 23:59 (EDT).

- **Group Project (40%)**

For this assignment, students will be working in groups of 4 members. Each group will select a specific knowledge management or organizational learning initiative, sponsored by a client organization if possible. The group is then required to identify and analyze the key considerations that define the initiative from the perspective of knowledge management concepts, techniques, and best practices, and propose a set of recommendations designed to improve the practice of knowledge management and organizational learning in that organization.

Further details about the assignment will be provided in a separate document posted on Brightspace. The assignment must be submitted through Brightspace by November 7 at 23:59 (EDT).

Preparation and Participation:

Students are expected to come to class prepared, having read and reflected on the assigned materials, and ready to contribute in a thoughtful way. Positive participation means sharing relevant insights, building on others' ideas without repeating them, listening carefully, and engaging respectfully with different perspectives. The goal is to contribute in a way that supports collective learning through curiosity, openness, and meaningful dialogue. Class attendance will be recorded.

Use of Generative AI:

This is a human-centered course. In this course, evaluation focuses on what you can do *without* AI assistance. While you are welcome to use AI tools to explore ideas, study, or clarify concepts, all submitted work must represent your independent thinking and original effort. Use AI for learning, not for producing graded submissions. Your understanding and reasoning, not AI output, will form the basis of assessment. Using AI for graded submissions constitutes an academic integrity violation.

Late Assignments:

To ensure fairness for all students, penalties will be applied to late assignment submissions.

- Failure to submit a written deliverable on time will result in an automatic 10% penalty per day until the closure of the Brightspace drop box. After that, a grade of zero is assigned to the deliverable.

- For example, a deliverable that would normally receive a grade of 85% would receive 75% if submitted within the first day after the due date, 65% if submitted within the second day, and so on until the closure of the drop box.
- Penalties apply by days only. There is no difference between a submission being 5 minutes late or 23 hours and 55 minutes late.
- Requests for a deadline extension without penalty may be considered in cases of exceptional personal circumstances only, if all the following conditions are met:
 - a. The request is made at least 24 hours before the assignment due date.
 - b. The request is supported by appropriate formal documentation.
 - c. The request is aligned with Carleton University academic regulations/policies.

Policy on Re-marking:

From time to time, students have legitimate concerns about marks they have received on their assignments. If you feel that any assignment handed back to you has not been marked appropriately for the work you have submitted, you do have recourse for remark. However, please note that to be eligible for re-marking, you must adhere to the following guidelines:

1. Indicate in writing specifically what your concern(s) is (are). This does not mean that you simply say: "I think I deserve more marks." You must clearly indicate where you believe an error was made in the marking of the assignment. In this regard, you must refer to relevant course materials, readings, or other evidence supporting your claim.
2. After completing #1 above, you must re-submit the assignment with your comments back to the instructor within one week of the mark being communicated to you. If an assignment is not resubmitted following the above guidelines, the instructor will regard the mark as originally assigned to be the final mark for that deliverable. No marks will be changed later.
3. It is important to note that the instructor reserves the right to remark the entire assignment in question and to either leave the mark as is or to change it positively or negatively as required.

No make-up activity or additional assignment can be undertaken solely to improve a course mark. The weighting of the graded components cannot be changed from what is outlined above.

Course Schedule

Day	Session	Theme
Day 1	Session 1	→ What is organizational knowledge and why does it matter? ▪ Foundations of Knowledge Management and Organizational Learning ▪ Case Study #1
	Session 2	→ How can an organization structure and enable KM? ▪ Knowledge Management Systems and Frameworks ▪ Case Study #2
Day 2	Session 3	→ How do we design and manage a KM initiative? ▪ Knowledge Management Life Cycle, Risk, and Control ▪ Case Study #3
	Session 4	→ How do we make it work, sustain it, and know that it is working? ▪ Knowledge Management Implementation, Performance, and Assurance ▪ Case Study #4

Contribution to Program Learning Goals ([MBA](#)):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>		✓		
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>		✓		

ADDITIONAL INFORMATION

Course Sharing Websites:

Materials created for this course (including presentations and posted notes, labs, case studies, assignments and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Group Work:

The Sprott School of Business encourages group assignments. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Note: To deter social loafing and ensure fairness in grading, students may be asked to assess the contribution of their fellow group members. This information may be used when assigning the individual grades for the group project.

Letter Grades:

In accordance with the Carleton University Graduate Calendar, the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100	B+ = 77-79	C+ = 67-69	D+ = 57-59	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here: <https://calendar.carleton.ca/grad/gradregulations/>

Requests for Academic Accommodation:

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances, are outlined on the Academic Accommodations website (students.carleton.ca/course-outline).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Pregnancy Academic Accommodation Information - Equity and Inclusive Communities](#)

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [Academic Regulations for Students with Religious Obligations < Carleton University](#)

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [Sexual Violence Prevention & Survivor Support - Equity and Inclusive Communities](#)

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

Violations of academic integrity, presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized co-operation or collaboration or completing work for another student, are a serious academic offence, weaken the quality of the degree, and will not be tolerated. Penalties may include a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy, which is available,

along with resources for compliance at: <https://carleton.ca/registrar/academic-integrity/>

Centre for Student Academic Support:

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: <https://carleton.ca/csas/>

Other Important Information:

- Students must always retain a copy of all work that is submitted.
- All final grades are subject to the Dean's approval.
- For us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CARLETON address. Therefore, to respond to your inquiries, please send all email from your Carleton cmail account. If you do not have or have yet to activate this account, you can do so by visiting: <https://carleton.ca/its/get-started/new-students-2/>