



Carleton
UNIVERSITY

SPROTT
SCHOOL OF BUSINESS

**Syllabus MGMT 5117D
Knowledge Management
Winter 2020, Jan 8th to Feb 12th, exam Feb 26th,**

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Office Hours: By appointment through email.

Course calendar description from 2019/2020 graduate calendar:

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.

Course Prerequisites: MGMT 5100, The Sprott School of Business enforces all prerequisites.

Course Description: The course examines knowledge as a resource; methodologies for managing ongoing and future knowledge needs in businesses. As required knowledge is dispersed and developed throughout the globe. The course will therefore consider international dimensions of knowledge management.

This course examines the theory and practice of knowledge management and organizational learning. In today's business environment, the ability to develop and apply organizational learning and knowledge management is essential. Globalization, technology, innovation, productivity, competition and changing demographics are issues that today's organizations are dealing with and which impact the use of knowledge in the organization. Today's managers must be able to understand these issues and help build the intellectual and human capital necessary to increase learning capacity, create, store and disseminate knowledge, and maintain knowledge relevance.

Readings/Cases:

Cases and most of the readings are available through Harvard Publishing at this link:
COURSEPACKLINK: <https://hbsp.harvard.edu/import/680388>

Attendance Policy:

Students are expected to attend all classes. The importance of attendance to the class is reflected in the percentage of the course grade that is associated with participation. You cannot participate or receive participation grades if you are not in class. If you have an emergency and cannot attend class, please e-mail me beforehand to let me know. The class will start on time to respect everyone's course commitment. If you are late please enter the class quietly. Participation grades will be deducted for being late. Attendance will be taken each class.

Participation

This course is experiential in design. For the class to achieve an MBA level of learning students must prepare the assigned reading/complete all assigned work for each class. Students will be graded on participation content such as:

- participating fully in class activities and student group work
- participating in class discussions (without dominating the conversation)
- demonstrating an understanding of the content of assigned readings
- providing critical thought on class subjects or readings
- adding ideas to the class discussion
- helping others clarify an idea
- being supportive to others as they share their ideas and talk in class
- raising new ideas and questions
- arriving on time and staying for the duration of the class

Respectful Behaviour in Class

All students are expected to be respectful to other students and to the instructor during class and in dealing with classroom matters. Disrespectful behaviour will impact your participation grade. Examples of respectful behaviour in class includes but is not limited to:

- Listening to each other and sharing ideas
- Arriving and leaving as per the classroom hours unless there is an emergency
- Turning off your cellphone ringer and not taking calls in the classroom
- Talking so others can hear and understand what you are saying
- Engaging in class discussion (avoiding side conversations during class and dominating class discussion)
- Listening (not talking) when the instructor or other students are addressing the class
- Working in cooperation with an assigned or selected group
- Completing class work on time
- Focusing on class subjects rather than personal matters or work unrelated to class

- Looking at your computer and/or cellphone only as it relates to class work
- Raising questions when there is a lack of clarity on class work

Late Assignment/Submission

A late assignment/submission is any assignment/submission handed in after the due date and time: On the due date the assignments/submission should be handed in/submitted as follows:

1. For hard copies – at the start of class (6:05pm) directly to the instructor
2. For soft copies BEFORE the start of class (before 6:05pm) on cuLearn to the link for the assignment/submission

The penalty for a late assignment/submission for hard AND soft copies is:

- submitted within the first 24 hours of the submission date and time 10% deduction
- submitted within the first 24-48 hours of the submission date and time 20% deduction
- submitted after 48 hours the assignment receives a “0” grade

Grading Scheme:

Individual Case Assignment	25%
Group Case Presentation and Hand In	25%
Participation	20%
Exam	30%
TOTAL	100%

Group Presentation Hand In

The hand in has two parts – your slides and your notes. Provide me with a hard copy of your slides in the Notes Pages printing option. Please try to double side the printing. You also need to provide a soft copy of the slides with notes accessible on cuLearn. These must be handed in at the start of class for the hard copy and uploaded for the soft copy BEFORE class starts. Do not be uploading the slides at the start of class as this will be considered submitting your slides late. The notes must be in point form and represent what you presented in class.

Individual Assignment 1 - Knowledge Management and the U.S. Health Care System
Due January 22nd, 2020 submit a hard copy at the start of class to the instructor and upload a soft copy to cuLearn before class starts as per the time cutoff for submission.

Kevin Bozeat, an American student situated in Taiwan, had stomach pains. It was clear he was sick and needed help. He went to a Taiwanese hospital and got treatment. He received effective, thorough and fast treatment. The bill was only \$80 USD. This information was shared

on Facebook and further afield. It is part of a wave of knowledge that could eventually disrupt the medical industry in the U.S. The purpose of this assignment is to look at the issue of the disruption of U.S. health care from both a Knowledge Management perspective. Note: While Knowledge Management includes Information Technology (IT) this is a Knowledge Management course not an IT course. Knowledge Management cannot be separated from IT but Knowledge Management is the focus of this paper. Here is a link to get you started:

The case of Kevin Bozeat:

https://www.washingtonpost.com/health/2019/03/01/an-american-got-sick-taiwan-he-came-back-with-tale-horrors-socialized-medicine/?utm_term=.6955ece292c0

The 6-page submission must be typed, single spaced with Times Roman 11-point font and 1-inch margins. The page limit does not include references or appendices. You can use references and appendices going beyond the 6 pages. Do not include a cover page. Put your name and student number in the header. Be sure to add references as required APA style. For information on the APA style go to the following Purdue University site:

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_format.html

Paper content: Your paper should include but not be limited to the following.:

- A reflection on the difference between IT and Knowledge Management.
- An examination of the healthcare system in the U.S. in terms of benefits and problems. E.g. Explain why the healthcare system is so expensive in the U.S.?
- Provide two other examples of healthcare disruption (one should be from Canada and the second can be in any other country), like the case of Kevin Bozeat, and explain how the disruptions are linked to Knowledge Management
- Discuss the role Knowledge Management plays in this pending disruption. To answer this question include three specific concepts from the Knowledge Management course content as covered so far.
- Discuss what could happen in the future to the American health care system with the proliferation of knowledge on health care from around the world?
- Provide recommendations for an organization in the American health care system given the possible future disruption you have outlined. What should American healthcare providers do to prepare for the disruptions you predict are coming to the industry. Explain your recommendations in terms of Knowledge Management and IT. Be sure to consider both the benefits and problems with the American health care industry.

Tentative Course Schedule

Week	Date	Pre-class Prep
1	Jan 8	<p>INTRODUCTION KNOWLEDGE MANAGEMENT And POSITIONING KNOWLEDGE MANAGEMENT FOR THE FUTURE</p> <p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • Drucker, P. (1988). The coming of the new organization, Harvard Business Review, Jan.-Feb., 66(1), pp. 45-53. • HBR: How to Stay Focused if You're Assigned to Multiple Projects.... • HBR: Managing yourself: Conquering digital distraction
2	Jan 15	<p>KNOWLEDGE MANAGEMENT STRATEGY AND BUSINESS CASE</p> <p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • Davenport, T.H. & Prusak, L. (2000). "What do we talk about when we talk about knowledge?" Chapter 1: Working Knowledge. Boston: Harvard Business School Press. https://www.researchgate.net/publication/229099904_Working_Knowledge_How_Organizations_Manage_What_They_Know • HBR: How to help your employees learn from each other • The Shift from manual work to knowledge work https://nickols.us/shift_to_KW.htm • Harvard Business Publishing: Case: Buckman Laboratories 800033-PDF-ENG
3	Jan 22	<p>SELECTING AND DESIGNING KNOWLEDGE MANAGEMENT APPROACHES</p> <p>Individual Assignment due</p>

		<p>Group 1: Case: Managing BT Global Open Innovation</p> <p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • HBR: The Over Committed Organization • HBR: Using AI to make knowledge workers more effective • Heart of Change – Gloves on the Boardroom Table • Heart of Change – Retooling the Boss • CBC AI is reviewing scientists’ old work and discovering things they missed https://www.cbc.ca/radio/quirks/ai-is-reviewing-scientists-old-work-and-discovering-things-they-missed-1.5352128
4	Jan 29	<p>PROVEN KNOWLEDGE MAANGEMENT APPROACHES</p> <p>Group 2: Case: Tony’s Choclonely: The pursuit of growth with purpose</p> <p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • Harvard Business Publishing: High Performance Office Space • HBR: Seven communication mistakes ... • The Economist: Places to Linger • Forbes: How your Office Impacts Employee Well Being - https://www.forbes.com/sites/alankohl/2019/01/24/how-your-office-space-impacts-employee-wellbeing/#526bb95b64f3
5	Feb 5	<p>WHEN KNOWLEDGE MANAGEMENT FAILS</p> <p>Group 3 Case: We gave them a tool, but hardly anyone’s using it</p> <p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • HBR: Collaborative Overload • HBR: Why managers ignore employees’ ideas • HBR: The miracle of making mistakes
6	Feb 12	<p>BUILDING A KNOLWEDGE MANAGEMENT CULTURE</p> <p>Group 4 Case: Dieselgate – Heavy fumes exhausting the Volkswagen group</p>

		<p>Readings/ Class Activities:</p> <ul style="list-style-type: none"> • New York Times - When Those Who Know Won't Share • HBR: IDEO's Culture of Helping <p>Class Activity/case Group Assignment: Hill-Knowlton: Knowledge management</p>
7	Feb 26 th	Final Exam

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).

Required calculator in BUSI course examinations

If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work

The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/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.

In accordance with the Carleton University Undergraduate Calendar (p 34), 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



A = 85-89 B = 73-76 C = 63-66 D = 53-56
A - = 80-84 B - = 70-72 C - = 60-62 D - = 50-52
F = Below 50

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:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodation

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

Pregnancy obligation

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

Religious obligation

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: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

Academic Accommodations for 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.

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: <https://carleton.ca/sexual-violence-support/>

Accommodation for Student Activities

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must 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: students.carleton.ca/course-outline

Academic Integrity

Violations of academic integrity are a serious academic offence. 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 – 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: carleton.ca/csas

Important Information:

- Students must always retain a hard 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, in order 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 may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

Important dates and deadlines

<https://sprott.carleton.ca/students/mba/dates-deadlines-policies/>