

## MGMT 5117 Knowledge Management

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**Term:** Fall

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**Office Hours:** By appointment

I would like to begin by acknowledging that the land on which we gather is the traditional and unceded territory of the Algonquin nation.

### COURSE CALENDAR DESCRIPTION FROM GRADUATE CALENDAR

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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 FORMAT

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**2 day intensive session** that will challenge you to apply and stretch your understandings through formal and informal individual presentations, group exercises, case study analyses and class discussions.

### PREREQUISITES

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MGMT 5100

### COURSE DESCRIPTION

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This intensive two-day course is designed to equip entrepreneurs and aspiring business leaders with the knowledge and skills necessary to build effective organizational structures and implement robust knowledge management strategies. Through a combination of lectures, interactive workshops, and group activities participants will gain a deep understanding of how to design and manage organizational frameworks that support strategic goals and foster innovation.

### UNDERLYING COURSE VALUES AND ASSUMPTIONS

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- **Knowledge Management is Practitioner-Oriented:** we will prioritize developing practical knowledge and understanding. This means gaining the insights and values necessary to manage knowledge effectively, as well as acquiring initial skills and competencies to implement KM practices in real-world organizational settings.
- **Knowledge Management is Action-Oriented:** This course requires you to adopt the perspective of a KM practitioner, focusing on the development and implementation of sustainable KM strategies that address real-world challenges and opportunities.
- **Knowledge Management is Integrative:** You will utilize all the conceptual and analytical tools learned from various disciplines—information technology, organizational behaviour, strategic management, and more—to make effective KM decisions and action plans.
- **Knowledge Management is Collaborative:** KM is inherently a collaborative effort. This course emphasizes the importance of building and sustaining communities of practice, fostering a culture of knowledge sharing, and engaging stakeholders across the organization.
- **Knowledge Management is Ethical and Responsible:** Managing knowledge comes with ethical responsibilities, including issues of knowledge ownership, intellectual property and privacy.
- **Knowledge Management is Dynamic and Evolving:** The field of KM is continuously evolving with advancements in technology and changes in organizational needs. You will be encouraged to adopt a mindset of continuous learning and adaptability to stay relevant in the ever-changing landscape of knowledge management.

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### COURSE OBJECTIVES

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The objectives of this course are designed to provide participants with a comprehensive understanding of both organizational structures and knowledge management (KM) practices. By the end of the course, participants will:

1. **Understand the fundamentals of knowledge management** including the SECI model, knowledge conversion processes;
2. **Analyze various types of organizational structures** (Functional, Divisional, Matrix, Flat) and evaluate their effectiveness in supporting knowledge management initiatives;
3. **Develop the ability to align organizational structure with knowledge management strategies** to enhance information flow, collaboration, and innovation;
4. **Develop practical skills to identify explicit and tacit knowledge within organizations** and leverage these assets for creating a competitive advantage;
5. **Design knowledge management strategies** that integrate technology, organizational culture, and processes to support continuous learning and innovation;
6. **Understand the role of leadership in fostering a knowledge-sharing culture** and learn best practices for creating an environment that supports effective knowledge management and organizational learning; and,
7. **Engage in practical activities and group work to apply theoretical concepts to real-world scenarios**, designing organizational structures and KM strategies for hypothetical entrepreneurial ventures.

### COURSE MATERIALS AND READINGS

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#### Infographic

1. **What is an Infographic** – <https://venngage.com/blog/what-is-an-infographic/>
2. **How to make an infographic** - <https://visme.co/blog/how-to-make-an-infographic/>
3. **How to make an Infographic in 5 Steps** - <https://venngage.com/blog/how-to-make-an-infographic-in-5-steps/>
4. **Designing and creating science infographics** - <https://www.clips.edu.au/infographics/>

**Additional readings, videos, and additional resources to enhance your learning will be available on Brightspace.**

Some of these materials are directly linked to both graded and ungraded assignments for the program.

I strongly encourage you to engage with the provided readings and videos, as they will be essential for your participation in class and group sessions.

### COURSE RESOURCES

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#### Magazines

1. **Canadian Business (Canada)** - <https://www.canadianbusiness.com/>
2. **Corporate Knights (Canada)** - <https://www.corporateknights.com/>
3. **Ivy Business Journal** - <https://iveybusinessjournal.com>
4. **Fast Company (USA)** - <https://www.fastcompany.com/>
5. **Stanford Innovation Review (USA)** - <https://ssir.org/>
6. **Harvard Business Review (USA)** - <https://hbr.org/topic/ethics>

#### Online Resources

1. **Harvard Business Review – Knowledge Management:** <https://hbr.org/search?N=4294923993&Nrpp=10&Ntt=knowledge+management#browse-reports-filter>
2. **Harvard Business Review – Organizational Learning:** [https://hbr.org/search?search\\_type=search-all&term=organizational+learning](https://hbr.org/search?search_type=search-all&term=organizational+learning)

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3. **Journal of Knowledge Management (JKM)** - <https://www.emerald.com/insight/publication/issn/1367-3270>
4. **Knowledge Management Research & Practice (KMRP)** - <https://www.tandfonline.com/journals/tkmr20>
5. **Knowledge Management Education Hub (KMedu Hub)** - <https://kmeducationhub.de/knowledgemanagement-training-education-resources/>
6. **International Association for Knowledge Management (IAKM)** - <https://iakm.weebly.com>
7. **Zendesk Knowledge Management Guide** - <https://www.zendesk.com/blog/knowledge-management/> Useful

### Class Tools

1. **Brightspace** - <https://brightspace.carleton.ca/d2l/home>
2. **ChatGPT** - <https://chat.openai.com/>
3. **Perplexity** – perplexity.ai
4. **VEED** - <https://www.veed.io>
5. **WeTransfer** – you do not need to sign up, it is the simplest way to send large files and photos up to 2GB for free <https://wetransfer.com>
6. **VSDC** – free Suite for editing video and audio files – download here <http://www.videosoftdev.com> or use any other application that you may be comfortable with

### Infographic Tools

1. **Canva** <https://www.canva.com/infographics/templates/> : Offers a range of infographic templates and design tools suitable for beginners.
2. **Piktochart** <https://piktochart.com/infographic-maker/> : Customize an infographic template and create infographics in minutes. Watermark-free.
3. **Venngage** <https://venngage.com/templates> : Offers templates and a step-by-step guide on creating infographics, including tips on data visualization and design.
4. **Visme** <https://www.visme.co/templates/infographics/> : Provides templates and guides on how to create infographics, including detailed instructions on using different types of charts and graphs.
5. **Adobe Express** <https://www.adobe.com/express/templates/infographic> : Offers Editable free infographic templates.
6. **Microsoft** <https://create.microsoft.com/en-us/templates/infographics> : Free Microsoft tool to create infographics.

### Organizational Chart Tools

1. **Visme Organizational Chart** - <https://www.visme.co/organizational-chart-maker/>
2. **Venngage Organizational Charts: Definition, Examples & Templates** - <https://venngage.com/blog/organizational-chart-examples/>
3. **Miro** - <https://miro.com/organizational-chart/>

### USE OF CHATGPT AND PERPLEXITY.AI FOR COURSE WORK AND ASSIGNMENTS

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You are permitted and encouraged to use AI tools such as ChatGPT and Perplexity.ai to support your coursework and assignments. These tools can enhance your learning, provide diverse perspectives, and assist in developing comprehensive and well-informed submissions.

**Chat History & Training setting that lets users turn off their ChatGPT chat history** preventing future versions of OpenAI's large language models from training on those conversations. To find this option, click on your account name, which will display as your email address. Select Settings > Data Controls > Chat History & Training

### Resources

1. **ChatGPT Introduction** - <https://openai.com/index/chatgpt/>
2. **ChatGPT Prompt Engineering** - <https://platform.openai.com/docs/guides/prompt-engineering/strategy-write-clear-instructions>
3. **Getting Stared with ChatGPT: a complete guide with examples** - <https://www.geeksforgeeks.org/getting-started-with-chatgpt-a-complete-guide-with-examples/>

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### PROJECT GROUPS

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Use the entrepreneurial ventures that you created in our Entrepreneurship class.

Group 1	Group 2	Group 3	Group 4
<ul style="list-style-type: none"> <li>• 1 - Andrew Champion (group lead)</li> <li>• 2 - Genevieve Holm</li> <li>• 3 - Hamzah Abdulkader</li> <li>• 4 - Arbab Khan</li> </ul>	<ul style="list-style-type: none"> <li>• 1 - Emma Smith (group lead)</li> <li>• 2 - Paapa Abekah</li> <li>• 3 - Alex Kemp</li> <li>• 4 - Daniel Stephan</li> </ul>	<ul style="list-style-type: none"> <li>• 1 - Arvind Mishra (group lead)</li> <li>• 2 - Ibitola Afun</li> <li>• 3 - Coraa St. Pierre</li> <li>• 4 - Tom Willmott</li> <li>• 5 - Augustine Saleh</li> </ul>	<ul style="list-style-type: none"> <li>• 1 - Itunu Okusanya (group lead)</li> <li>• 2 - Justine Taylor</li> <li>• 3 - Nabeel Khraibah</li> <li>• 4 - Sri Venkat Naga Narasimha Rao Vogety</li> </ul>

### LEARNING AND ASSESSMENT

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#### Assessment Summary

Evaluation in the course will be based on a combination of group and individual work.

Assessment		Due	Weighting
<b>Individual</b>	<b>Pre-Work: Knowledge Management Concepts Infographic</b>	Day 1 (print out a copy for class)	30%
	<b>Post-Class: Course Reflection</b>	Post Course (1 week after final class)	30%
<b>Group</b>	<b>Pre-Work: Designing an Organizational Structure for your Entrepreneurial Venture</b>	Day 1 (print out a copy of your organizational structure for class)	40%
	<b>Presentation: Comprehensive Organizational Structure and KM Strategy Report</b>	Day 2	
	<b>Written Report: Comprehensive Organizational Structure and KM Strategy Report</b>	Post Course (1 week after final class) Group Leader to email to me	
<b>Total</b>			100%

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### Individual Pre-Work: Knowledge Management Concepts Infographic

You will demonstrate your understanding of the assigned article by creating an infographic that captures the main elements or concepts presented in the article. The instructions are as follows:

#### Read the Article:

1. Carefully read the assigned article.
2. Take notes on key points, important concepts, and any relevant data or statistics.

#### Identify Main Elements:

1. Identify the main elements or concepts from the article, such as key arguments, significant findings, important theories, or notable examples.

#### Design an Infographic:

1. Create an infographic that visually represents the main elements of the article.
2. Use a combination of text, images, charts, and icons to convey the information clearly and effectively.

#### Content Requirements:

1. **Title:** Include the title of the article and the author's name.
2. **Introduction:** Provide a summary of the article.
3. **Infographic:** Clearly highlight and explain the main elements or concepts.

#### Infographic Design Guidelines:

1. Keep the design clean and organized.
2. Use colours and fonts that enhance readability.
3. Ensure all visuals are relevant and add value to the content.

#### Submission Requirements:

1. The information and infographic should be in PDF format.
2. Include your name and the date on the infographic.
3. Submit the infographic to me via email at [rick.colbourne@carleton.ca](mailto:rick.colbourne@carleton.ca) by Day 1 of our learning sessions.

#### Assessment Criteria:

1. **Understanding of Content (40%):** Demonstrates a thorough understanding of the article's main elements or concepts.
2. **Clarity and Organization (20%):** Information is presented in a clear and organized manner.
3. **Visual Appeal (20%):** The infographic is visually appealing and effectively uses design elements.
4. **Accuracy (10%):** All information presented is accurate and correctly cited.
5. **Creativity (10%):** The infographic is original and creatively designed.

#### Steps to Create an Infographic

Creating an infographic involves several key steps and considerations to ensure it is both informative and visually appealing. Below are detailed steps and tips drawn from the resources presented above on how to create an effective infographic.

1. **Outline Your Goals** - Define the purpose of your infographic. Determine what you want to achieve and how you want your audience to react. This could be to inform, educate, or entertain your audience.
2. **Collect Data** - Gather relevant and reliable data from credible sources such as government agencies, industry reports, and academic publications. Ensure the data tells a coherent story and supports the narrative you want to convey. Vet your sources to ensure they are unbiased and credible.
3. **Make Data Visualizations** - Transform your data into visual elements such as charts, graphs, and icons. Choose the type of visualization that best represents your data, such as pie charts for proportions or line graphs for trends. Use tools such as Visme, Venngage, or Canva to create these visualizations.
4. **Create Your Layout** - Use an infographic template to structure your layout, especially if you are not experienced in

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design. Templates can help you organize information logically and aesthetically. Group related information using lines, borders, and shapes to make the content easy to scan and understand.

5. **Add Style and Final Touches** - Apply design principles such as contrast, alignment, and proximity to make your infographic visually appealing. Use contrasting colors to guide the reader’s attention to key information. Keep text concise and to the point. Infographics are meant to be quickly digestible, so avoid lengthy explanations.

### Best Practices

- **Visual Organization:** Use lines, borders, and shapes to group related information and make the infographic easier to read.
- **Colour Usage:** Use color strategically to highlight important information and create visual interest.
- **Simplicity:** Keep the design simple and avoid clutter. Ensure the infographic is easy to understand.
- **Storytelling:** Ensure your infographic tells a compelling story with the data you present. This helps keep the audience engaged and makes the information more memorable.

### Article Assignments for Creating Infographic

Here are articles that I would like you to base your infographic on – note that you may have to do additional research to build out your infographic. Remember to print these out and bring them to class. Your number matches the assigned article. **Where there is no fifth group member, I would recommend that Groups 1,2 and 4 identify someone to complete the fifth set of readings.**

Group 1	Group 2	Group 3	Group 4
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	Focus Area	Readings
Group Lead (1)	<b>Knowledge Management Strategy and Organizational Learning</b> Strategic alignment of knowledge management initiatives with organizational learning goals.	1. The Challenge of Organizational Learning 2. Developing a Knowledge Management Strategy Map
Group Member 2	<b>Knowledge Creation and Leadership</b> Connection of foundational theory of knowledge creation with leadership and contextual factors.	1. The Knowledge-Creating Company 2. SECI, Ba, and Leadership: A Unified Model of Dynamic Knowledge Creation
Group Member 3	<b>Communities of Practice and Knowledge Sharing</b> Social structures that facilitate knowledge sharing; theoretical and practical aspects of Communities of Practice (CoPs).	1. Thinking Together: What Makes Communities of Practice Work? 2. Cultivating Communities of Practice 3. Cultivating Communities of Practice 2
Group Member 4	<b>Sensemaking and Knowledge Integration</b> Connection of conceptual understanding of knowledge processes with practical insights into managing and integrating knowledge.	1. Sensemaking, Knowledge Creation, and Decision Making: Organizational Knowing as Emergent Strategy 2. Managing Knowledge in Organizations
Group Member 5	<b>Knowledge Management Models and Innovation</b> Exploration of models and systems for the distribution and practical application of knowledge, emphasizing innovation.	1. Knowledge Management Model: Crossan's Organizational Learning Framework 2. Distributed 'Knowing in Practice' Enabled by Knowledge Management Systems

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### Individual – Individual Assignment - Reflection Paper

Reflect on the class learning. Feel free to be as creative as you like in answering them. You could create an infographic or other visuals to represent your reflection. At a minimum, answer the following questions.

#### Questions

1. What did you learn about leadership and collaboration in knowledge management?
2. What did you learn about leadership, teamwork, and collaborative techniques that will contribute to your knowledge management practices?
3. What key ethical reasoning, critical thinking and problem-solving skills did you develop that you will be able to bring back to your workplace?
4. How did you make decisions through gathering, interpreting, and applying information that you gathered earlier in the course to the group Knowledge Management Prototype?
5. What new communication skills did you develop during the course?
6. What did you learn from engaging in group Knowledge Management Prototype in class presentations?

#### Submission Guidelines:

Email your submission to [rick.colbourne@carleton.ca](mailto:rick.colbourne@carleton.ca) . The subject line and document name should include your name and the assessment name, e.g., "Your Name Reflection"

#### Evaluation Criteria:

1. **Depth of Reflection on Course Content** (30%)
2. **Application of Insights to Knowledge Management Context** (30%)
3. **Clarity and Coherence of Writing** (30%)
4. **Reference to Course Materials and Concepts** (10%)

### Group Pre-Work: Designing an Organizational Structure

For this assignment, you will create an organizational structure for the entrepreneurial venture you developed in the Entrepreneurship course.

1. Use the venture you created in the Entrepreneurship course.
2. Assume the venture is now in its fifth year of successful operation.
3. Design an organizational structure that includes:
  - a) An organizational structure type
    - i. flat structure
    - ii. hierarchical structure
    - iii. matrix structure
    - iv. network structure
  - b) Defined roles and responsibilities
  - c) Clear reporting relationships
  - d) All key functions necessary for your business
4. Create a visual representation of your organizational structure (e.g., an org chart).
5. For each role in your structure, provide:
  - a) A brief job description
  - b) Key responsibilities
  - c) Reporting relationships
6. Explain why you chose this organizational structure and how it supports your venture's goals.
7. Bring a printed copy of your organizational structure to the first class.

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### Remember to consider:

- The type of organizational structure (e.g., flat, hierarchical, matrix)
- How the structure will support your business strategy
- Scalability for future growth
- Clear communication channels
- Efficient decision-making processes

Be prepared to discuss your organizational design in class on Day 1 and how it aligns with your venture's needs in its fifth year of operation.

### Step-by-step guide to help you design an effective organizational structure for your entrepreneurial venture:

#### Step 1: Define Your Business Goals and Strategy

1. **Clarify Vision and Mission** - Define your startup's long-term vision and mission. This will guide the overall structure and culture of the organization.
2. **Set Business Goals** - Identify short-term and long-term business goals. Understand what you need to achieve in the next 6 months, 1 year, and beyond.

#### Step 2: Identify Key Functions and Roles

1. **List Core Functions** - identify the core functions necessary for your startup. Common functions include:
  - a. Product Development
  - b. Marketing and Sales
  - c. Customer Service
  - d. Finance and Accounting
  - e. Human Resources
  - f. Operations
  - g. Other?
2. **Define Roles and Responsibilities** - define the specific roles within each function
  - a. Outline the responsibilities and expectations for each role.

#### Step 3: Choose an Organizational Structure Type

1. **Flat Structure**
  - a. **Characteristics:** Few levels of management, wide span of control.
  - b. **Advantages:** Promotes faster decision-making, encourages employee autonomy.
  - c. **Best for:** Early-stage startups with small teams.
2. **Hierarchical Structure**
  - a. **Characteristics:** Clear chain of command, defined levels of authority.
  - b. **Advantages:** Clear roles and responsibilities, easier management control.
  - c. **Best for:** Startups with more complex operations and larger teams.
3. **Matrix Structure**
  - a. **Characteristics:** Employees report to multiple managers (e.g., functional and project managers).
  - b. **Advantages:** Promotes flexibility and efficient resource use.
  - c. **Best for:** Startups that work on multiple projects simultaneously.
4. **Network Structure**
  - a. **Characteristics:** Central organization works with various external partners.
  - b. **Advantages:** Flexibility, access to external expertise.
  - c. **Best for:** Startups relying on outsourcing or strategic partnerships.

#### Step 4: Create the Organizational Chart

1. **Visual Representation** - create a visual representation of the organizational structure using tools like OrgChart, Lucidchart, or even a simple diagram on paper.



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2. **Define Reporting Relationships** - clearly outline who reports to whom. Ensure that lines of communication and authority are clear.
3. **Include All Roles** - ensure all identified roles and functions are included in the chart.

### Step 5: Assign Roles and Responsibilities

1. **Match Skills to Roles** - assign roles based on the skills and expertise of your team members. Ensure the right people are in the right roles.
2. **Define Responsibilities Clearly** - document the responsibilities of each role to avoid confusion and overlap.

### Suggestions for Using Tools:

Using AI tools like ChatGPT, Perplexity, or other AI-driven platforms can streamline the process of designing an organizational structure for your entrepreneurial venture. These tools can assist in drafting vision and mission statements, setting business goals, listing core functions, defining roles and responsibilities, choosing the appropriate organizational structure type, creating visual representations, and assigning roles and responsibilities. This approach ensures clear communication channels, efficient decision-making processes, and scalability for future growth.

**Credible Sources:** Ensure all information is verified from credible sources such as industry reports, academic journals, and reputable news outlets. Reference and footnote these sources properly in your report.

### Submission Guidelines:

- Email your submission to [rick.colbourne@carleton.ca](mailto:rick.colbourne@carleton.ca). The subject line and document name should include your name and the assessment name, e.g., "Your Name PreWork Org Structure."

### Grading Criteria:

1. **Vision and Mission Statement (10%)** - Clarity and alignment with business goals. Relevance to the venture's industry and long-term vision.
2. **Business Goals (10%)** - Appropriateness of short-term and long-term goals. Clear connection to the venture's strategy and objectives.
3. **Identification of Key Functions (15%)** - Comprehensive list of core functions. Clear definition of roles within each function.
4. **Choice of Organizational Structure (15%)** - Justification of chosen structure type (flat, hierarchical, matrix, network). Alignment with business strategy and operational needs.
5. **Organizational Chart (20%)** - Visual representation accuracy and clarity. Clear reporting relationships and inclusion of all roles.
6. **Job Descriptions and Responsibilities (20%)** - Detailed and appropriate job descriptions for each role. Clear delineation of responsibilities and reporting relationships.
7. **Explanation and Justification (10%)** - Logical and thorough explanation of the chosen organizational structure. Discussion on how the structure supports the venture's goals and future scalability.

### Group Presentation: Comprehensive Organizational Structure and Knowledge Management Strategy

Develop a comprehensive organizational structure and knowledge management (KM) strategy for your group's entrepreneurial venture. Your presentation should include the following sections:

**Presentation:** 30 minutes

**Q&A:** 10 minutes

### Presentation Structure:

1. **Overview of the Venture**
2. **Organizational Structure**
3. **Knowledge Management Strategy**
4. **Expected Outcomes and Benefits**
5. **Conclusion**

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### 6. Q&A Session

#### Evaluation Criteria:

- **Depth and Detail of Venture Overview (20%)**
- **Appropriateness and Justification of Organizational Structure (20%)**
- **Integration and Innovation in KM Strategy (30%)**
- **Expected Outcomes and Benefits (20%)**
- **Presentation Quality and Use of Visuals (10%)**

#### Submission Guidelines:

1. Ensure the presentation is professionally presented using communications skills and capabilities learned in the Entrepreneurship course.

Email your presentation to [rick.colbourne@carleton.ca](mailto:rick.colbourne@carleton.ca) with the subject line and document name including your group name and the assessment name, e.g., "Group 1 KM Presentation."

### Group Written Report: Comprehensive Organizational Structure and Knowledge Management Strategy

Develop a comprehensive organizational structure and knowledge management (KM) strategy for your group's entrepreneurial venture. Your report should include:

1. An overview of the venture
2. Detailed description of the organizational structure, roles, and responsibilities
3. KM strategy integrating technology, culture, and processes
4. Expected outcomes and benefits
5. Utilize tables and visuals where appropriate

#### Suggested Table of Contents:

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. <b>Title Page</b> <ol style="list-style-type: none"> <li>a) Course Title</li> <li>b) Group Members</li> <li>c) Date</li> </ol> </li> <li>2. <b>Table of Contents</b> <ol style="list-style-type: none"> <li>a) List of Sections and Page Numbers</li> </ol> </li> <li>3. <b>Executive Summary</b> <ol style="list-style-type: none"> <li>a) Brief Overview of Key Points</li> </ol> </li> <li>4. <b>Introduction</b> <ol style="list-style-type: none"> <li>a) Introduction to the Venture</li> <li>b) Objectives of the Report</li> </ol> </li> <li>5. <b>Overview of the Venture</b> <ol style="list-style-type: none"> <li>a) Detailed Description of the Venture</li> <li>b) Mission and Vision</li> <li>c) Target Market</li> <li>d) Key Objectives</li> </ol> </li> <li>6. <b>Organizational Structure</b> <ol style="list-style-type: none"> <li>a) Description of Chosen Structure</li> <li>b) Detailed Roles and Responsibilities</li> </ol> </li> </ol> | <ol style="list-style-type: none"> <li>c) Justification for Structure Choice</li> <li>d) Organizational Chart (visual)</li> <li>7. <b>Knowledge Management Strategy</b> <ol style="list-style-type: none"> <li>a) Technology Integration</li> <li>b) Cultural Considerations</li> <li>c) Process Integration</li> <li>d) Innovative KM Practices</li> <li>e) Tables and Charts (visuals)</li> </ol> </li> <li>8. <b>Expected Outcomes and Benefits</b> <ol style="list-style-type: none"> <li>a) Short-term and Long-term Outcomes</li> <li>b) Benefits to the Venture</li> </ol> </li> <li>9. <b>Conclusion</b> <ol style="list-style-type: none"> <li>a) Summary of Key Points</li> <li>b) Final Recommendations</li> </ol> </li> <li>10. <b>References</b> <ol style="list-style-type: none"> <li>a) List of Cited Sources (using footnotes for in-text citations)</li> </ol> </li> <li>11. <b>Appendices (if any)</b> <ol style="list-style-type: none"> <li>a) Additional Supporting Information</li> </ol> </li> </ol> |
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#### Evaluation Criteria:

- **Depth and Detail of Venture Overview (20%)**
- **Appropriateness and Justification of Organizational Structure (20%)**
- **Integration and Innovation in KM Strategy (30%)**
- **Clarity and Coherence of Report (30%)**

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**Submission Guidelines:**

1. The report should be professionally presented.
2. The report should be a minimum of 10,000 words not including tables, visuals and appendices.
3. Use footnotes for citations and sources.

Email your submission to [rick.colbourne@carleton.ca](mailto:rick.colbourne@carleton.ca) . The subject line and document name should include your name and the assessment name, e.g., "Group 1 KM Report."

**REPORT MARKING RUBRIC**

Mark %	Breadth of Knowledge	Critical Analysis	Coherent Argument	Contextual Relevance	Language Proficiency	Documentation and Presentation
90 – 100	Displays special initiative, includes surprising or overwhelming information.	Exhibits special, distinctive, or powerful insight into the material and its significance.	Exhibits such characteristics as: independence, cogency, nuance, subtlety, sophistication, powerful grasp of methodology.	Keeps an unusually clear and confident focus and shows a fine grasp of issues and of their nuances.	Exhibits excellence and sophistication across the constituent elements of language proficiency.	Displays exceptionally full and appropriate documentation and especially effective presentation.
70 - 89	Displays original thinking and advanced knowledge of material.	Displays strong understanding of the material and insight into its significance.	Argues in advanced and coherent way with advanced development and understanding of material.	Displays an advanced understanding of relevance of a range of material to the argument.	Exhibits an advanced level of competence across the constituent elements of language proficiency.	Displays an advanced grasp of documentation and presentation.
60-69	Provides substantial information, displays a solid knowledge of mainstream material.	Has a clear understanding of the material and its significance.	Argues in an assured and orderly way, with clear development. Shows some understanding of methodology.	Displays a secure understanding of relevance of the material to the chosen method of argument.	Exhibits a high level of competence across the constituent elements but may contain a significant number of errors, while not seriously impairing communication.	Displays a thorough grasp of appropriate principles of documentation and presentation.
50-59	Provides a reasonable quantity of accurate information.	Has a competent (if dependent or incomplete) understanding of the material and its significance.	Presents the general outline of an appropriate argument.	Displays a sound general understanding of relevance though sometimes wavering and unreflective.	Demonstrates a general competence across the constituent elements but may contain wide range errors which have a significant impact on communication.	Displays a general grasp of appropriate principles of documentation and presentation.
40-49	Provides a limited quantity of information with some accuracy.	Has some limited understanding of the material and its significance?	Presents some elements of an appropriate argument.	Displays some limited understanding of relevance.	Achieves limited communication despite numerous and varied errors in the constituent elements, particularly in morphology and syntax.	Displays some limited care and competence in documentation and presentation.
0-39	Is incompetent in quantity or accuracy.	Has no real understanding of what the material means.	Presents practically no appropriate argument.	Displays an inadequate understanding of relevance.	Unable to achieve communication due to wide ranging error in the constituent elements.	Displays an inadequate grasp of appropriate principles of documentation and presentation.

## MGMT 5117 Knowledge Management

### COURSE SCHEDULE AND ASSIGNMENTS\*

#### Two-Day Intensive Knowledge Management Course

This table provides a clear and concise overview of the course structure, including the topics covered each day, the due dates for pre-course and post-course assignments, and the schedule for group presentations.

Day	Topic	Due Dates
Pre-Course	1. Individual: Knowledge Management Concepts Infographic	Day 1 (bring printed copies to class)
	2. Pre-Work: Designing an Organizational Structure for your Entrepreneurial Venture	Day 1 (bring printed copies to class)

Day 1: Introduction to Knowledge Management and Organizational Structure	
<b>Morning Session</b>	
<b>Understanding Knowledge Management</b>	Definition, principles, and benefits of KM. Case studies of successful KM implementations.
<b>Importance of Knowing the Organizational Structure</b>	Impact of organizational structure on KM. Discussion on participants' organizational structures.
<b>Identifying Key Knowledge Holders</b>	Techniques to identify key knowledge holders. Group activity on mapping key knowledge holders.
<b>Mapping Information Flow</b>	Tools and techniques for mapping information flow. Exercise on creating an information flow map.
<b>Recognizing Silos</b>	Identifying silos and their impact on KM. Activity on identifying silos in participants' organizations.
<b>Assessing Dependencies</b>	Understanding dependencies and risks in KM. Group activity on assessing dependencies and risks.
<b>Afternoon Session</b>	
<b>Designing Effective KM Processes</b>	Aligning KM processes with organizational structure. Exercise on designing KM processes.
<b>Developing a KM Action Plan</b>	Steps to develop and implement a KM action plan. Group activity on creating a KM action plan.
<b>Group Work</b>	Work on applying concepts to your organization.

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<b>Day 2: Advanced KM Topics and Practical Application</b>	
<b>Morning Session</b>	
<b>KM Discussion</b>	Open discussion on challenges and solutions in KM.
<b>Group Work</b>	Work on presentations
<b>Afternoon Session - Group Presentations</b>	

<b>Post-Course</b>	1. Individual: Course Reflection	<b>1 week after the final class</b>
	2. Group Written Report: Comprehensive Organizational Structure and KM Strategy Report	1 week after the final class

\* Given the dynamic nature of teaching and learning, there may be changes in content and order.

### CONTRIBUTION TO PROGRAM LEARNING GOALS

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

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### ADDITIONAL INFORMATION

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#### Recording Course Policy

Recording of in-class or online courses is strictly prohibited unless prior agreement is obtained from the faculty.

#### 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 in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership 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

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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

You may need special arrangements to meet your academic obligations during the term. For more information on an accommodation request, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

#### 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.

#### 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.

#### 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) <https://carleton.ca/PMC/> at 613-520-6608 or [PMC@carleton.ca](mailto: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.

#### Survivors of Sexual Violence

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where

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sexual violence will not be tolerated, and is 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>

### **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](http://carleton.ca/csas)

### **IMPORTANT INFORMATION:**

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1. Students must always retain a copy of all work that is submitted.
2. All final grades are subject to the Dean's approval.
3. 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 may wish to do so by visiting <https://carleton.ca/its/all-services/email/carleton-student-email/>

### ***Important dates and deadlines***

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

## MGMT 5117 Knowledge Management

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### ABOUT

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#### **Dr Rick Colbourne**

#### **Associate Professor, Indigenous Leadership and Management**

Associate Research Fellow, Cambridge Centre for Social Innovation (Cambridge)

Research Fellow Dilin Duwa Centre for Indigenous Business Leadership (Melbourne)

Fulbright Fellow Indigenous Business (Arizona)

London Technology Network Fellow (London Business School)

Dr Rick Colbourne is an Associate Professor of Indigenous Leadership and Management at the Sprott School of Business, with over 25 years of experience in higher education. He has taught in Canada, the United Kingdom, the United States, and Europe. Dr Colbourne earned his PhD from the University of Cambridge, an MBA in Management of Technology from Simon Fraser University, and a BA (Hons) in Sociology/Anthropology from Mount Allison University. His career is defined by a strong commitment to equity, diversity, and inclusion, demonstrated through his roles as Associate Dean of Equity and Inclusive Communities at Carleton University and Assistant Dean for Indigenous Business Education at UBC's Sauder School of Business. Dr Colbourne work in business education includes AI integration, innovative curriculum design, and fostering private-public partnerships, with a focus on supporting Indigenous communities.

As a member of the Mattawa/North Bay Algonquin First Nation, Dr Colbourne is dedicated to community and economic development, aiming to create opportunities for Indigenous peoples in business and education. His approach to leadership emphasizes social justice and sustainability, reflecting his mission to make a meaningful impact through collaboration and continuous learning. Dr Colbourne's commitment to education has been recognized with several teaching awards, including the University Achievement Award for Teaching from the University of Northern British Columbia and the Award for Excellence in Teaching and Learning from the University of Westminster.

In addition to his academic roles, Dr Colbourne has extensive professional experience in the non-academic sector. He served as a Senior Manager with Accenture's Communications, Media, and Entertainment practice, where he was recognized as a global Music Industry Expert. His contributions to groundbreaking projects, such as the development of Accenture's Peer-to-Peer (P2P) Music Exchange Prototype, showcased his forward-thinking capabilities and proficiency in navigating digital landscapes. Dr Colbourne has engaged with leading organizations such as Sony/BMG, Warner Music Group, Universal Music, AT&T, BC Hydro, and Deloitte. His professional background also includes consulting and executive education roles, where he has developed custom programs for diverse industries, further highlighting his versatile expertise and commitment to fostering innovation and excellence in various fields.