



MGMT 5117 section P
Corporate Knowledge & Learning Management
FALL 2023

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Office: none

Office Hours: by appointment

Class Meeting:

Friday, Oct 13th and Saturday Oct 14th – 8:35am to 5:25pm

Room – NI 3040

Course Calendar Description: *(From 2023/2024 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 Description:

The purpose of a knowledge and learning management process is to create an organized and effective system for capturing, storing, sharing, and applying knowledge and learning within an organization. This process helps organizations to improve their overall performance and competitiveness by ensuring that knowledge and learning are easily accessible, shared, and leveraged across the organization.

Companies who internally develop a knowledge and learning management process are focused on helping employees gain the necessary skills and knowledge to perform their job effectively to ultimately achieve business objectives through improved performance.

The knowledge and learning management process is designed to improve employee productivity and overall performance, enhance the transfer of information within the organization, and foster a culture of continuous learning and development. The purpose and intent of this process is to ensure that employees have access to accurate and up-to-date information, and to provide opportunities for growth and career development and deliver innovative results. This ultimately helps the organization achieve its strategic goals and remain competitive in its industry.

Course Learning Objectives:

After successfully completing this course students will be able to perform the following:

- Explain the value of knowledge as a resource.
- Identify and describe effective knowledge management strategies within organizations.
- Analyze how knowledge is generated, captured, and codified within organizations.
- Apply knowledge strategies that enhance the learning focus of organizations.
- Identify and address the main knowledge management challenges faced by organizations.
- Examine how knowledge and learning stimulate organizational innovation and performance.

Course Prerequisites: MGMT5100

Required Materials: No textbook required

Other Resources: Everything needed for your academic success has been posted on Brightspace.

Final Exam Date: No final exam

Drop Course Policy: Deadline for academic withdrawal is the last day of classes (each term).

Grading Scheme:

Activity Type	Percent of Total Grade
Prior Knowledge Discussion Post	5%
Course Reflection	5%
Group Case Report (submitted after course)	30%
Group Case Presentation	20%
Individual Research Report (submitted after course)	40%
TOTAL GRADE	100%

Due Dates:

The following are the due dates for the grading requirements stated above:

Activity Type	Due Date
Prior Knowledge Discussion Post	Oct 12 th
Course Reflection	Nov 5 th
Group Case Report (submitted after course)	Oct 28 th
Group Case Presentation (submitted after course)	Oct 31 st
Individual Research Report (submitted after course)	Nov 4 th

Course Evaluation:

Prior Knowledge Discussion (5%)

The prior knowledge discussion is designed to help reveal your current understanding about the role of knowledge and learning within organizations and its contribution to its existence. From your existing knowledge and experience, what do you believe is required to develop and establish an effective knowledge and learning management process and strategy.

You will publish a thoughtful post prior to two-day session. The post should attempt to incorporate the topics in the course and should be honest, objective, and true to your current knowledge and understanding of the topic.

Completing the prior knowledge discussion prior to the session allows you to set a benchmark about your level of understanding and permit you to focus on areas you are unaware of as well as confirming your current understanding of the topics. It will allow you to gain the most learning benefit as the content is delivered.

Post-Module Reflection (5%)

The post module reflection is an individual report for you to reflect and compare your prior knowledge to your current knowledge after the completion of the course. Once a student completes the course, they should complete their individual post module reflection comparing what they initially posted in the prior knowledge discussion to what they have learned during the module.

It's important to do this upon completing the course module.

Details are available on the Brightspace page.

Due by November 5th

Group Case Report (real/actual company) (30%)

This is a group case report requiring students to identify a real company and to research and analyze a knowledge and/or learning management item within the organization. The purpose is to have students discover how these companies have used knowledge and learning to develop their organization. It could also be a real company that does not effectively leverage knowledge and demonstrates weaknesses.

Students are expected to form groups (ideally 4 per group). The group research a real-life company's knowledge and learning management process/issue and required to provide a report addressing the process/issues within their chosen case applying the topics instructed throughout the course. Topics and examples are wide ranging. There are many examples such as Starbucks and their baristas, Toyota and lean learning, Deloitte/KPMG accounting knowledge, etc.

Groups are expected to research and write it as if they were asked by the company management to address/evaluate their circumstance and to offer a report along with supporting conclusions.

Sentence bullet points are accepted except for the introduction and conclusion and not to exceed 10 to 13 pages. Supporting appendices are not included in the page count but relevant information must be in the body of the report. You may use AI tools to assist your efforts, but it is expected that you submit original work. Generic and identified AI generated responses will have significant marks deducted.

Details are available on the Brightspace page.

Due by October 28th

Group Case Presentation (presentation of group report) (20%)

This is a presentation of the Group case.

Groups will prepare and deliver a PowerPoint presentation with an accompanying presentation video. The presentation should be developed as if the stakeholders requested you to do so. Consider what you will be expected to present to them. It should include a list of possible questions and answers with a summary document (1 to 2 pages takeaway) and PowerPoint slides.

Consider it as if your immediate superiors or even senior stakeholders asked you to present to them your research and conclusions about how the company should implement. Apply, and/or leverage knowledge and learning within the organization. Consider it as a presentation to convince them this is the path to consider.

Due by October 31st

Individual Research and Analysis Report (40%)

Students are required to author a report on a knowledge and/or learning management issue affecting their company or organization. It should be a report on your current employer; if unemployed, then on your past employer. This will be the final major assignment to do reconciling the content and topics presented to them in the last six weeks. The topic selection should be a real knowledge and learning issue/concern for the company.

You are to research an actual knowledge and learning issue affecting the organization you work for. It could be researching why your company doesn't have a knowledge strategy to how they can improve their current strategy. It must encompass a topic the is directly related to knowledge and learning within the organization.

The report must be practical and address the decision-making stakeholders within the organization. Consider the report as if your leaders asked you to research and recommend a knowledge strategy for the organization. What would you do, say, and report? Your reputation and career advancement opportunities depend on the success of the report. The topic selection should be a real issue/concern for management.

Consider it as if your immediate superiors or even senior stakeholders asked you to present to them you research and conclusions about how the company should implement. Apply, and/or leverage knowledge and learning within the organization. Consider it as a presentation to convince them this is the path to consider.

Details are available on the Brightspace page.

Due by November 4th

Please note that all the required work and written contributions are monitored for ChatGPT/AI posts.

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

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught <u>and</u> 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</i>		✓		

<i>environment of business.</i>				
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>				✓

Additional Course 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.

Letter Grades:

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	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:

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

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

- **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 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 email 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/>