

MGMT 4002 · PRODUCT MANAGEMENT

Could someone else make your podcast?

Knowledge management for product managers

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VIBE CHECK

What's your podcast's vibe?

1–3 words per team. Say them out loud or drop them on the board.

EXAMPLES

cozy

unhinged but professional

late-night radio energy

A LITTLE ABOUT ME

Tabassum/Mili Hawlader

Associate Director, AI Operations, RBC Investor Services

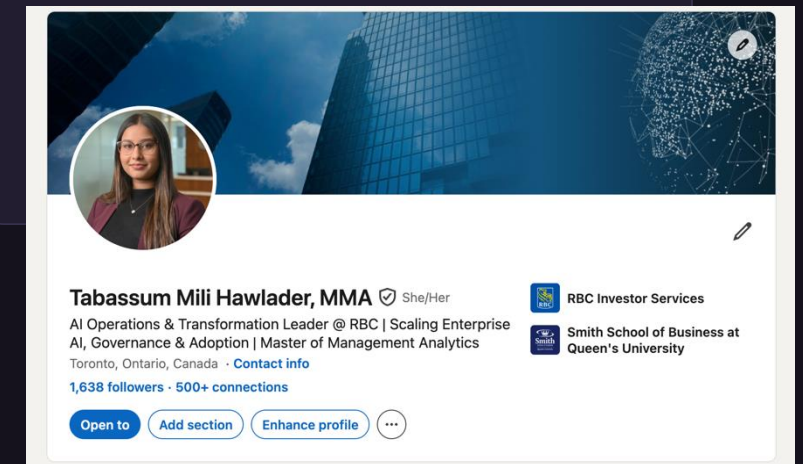
Where I started

Humber College, Bachelor of
Commerce, Digital Business
Management

What I do now

Building and managing a portfolio
of AI-powered solutions to solve
enterprise problems at scale.

Find me



WHY I CARE ABOUT THIS

When 15 years of institutional logic walked out the door

What happened

A senior manager retired after two decades, taking their undocumented knowledge of legacy approvals and backend systems with them. When a critical workflow broke weeks later, nobody on the team knew which legacy system owned the dependency or how to trace it.

What it cost

Over 80 hours of emergency troubleshooting, delayed project timelines, and high stress across three operational teams.

What I learned

High-performing AI systems are only as good as the grounding data and knowledge bases that feed them.

TODAY

You'll leave with a blueprint for your Knowledge Base

The plan

First half of the session learning first, then you sketch it with your team on paper.

The deal

Every activity today makes something you'd otherwise have to write later.

THE BIG IDEA

The real product is the system that lets someone else make your podcast.

Hold on to this sentence. Everything today serves it.

Today: learn it, sketch it, swap it, lock it in

Learn it

What KM is, why it matters, and how AI changes it

Sketch it

Your pink sheet: your vibe, then a KB outline

Ask AI

Find the gaps, then make it yours

Swap it

Trade sheets. Could another team use yours?

Lock it in

Add final touches, then hand it in

One question runs through all of it:

Could someone who wasn't in the room pick this up tomorrow?

You've already lived this

The Crunch Bakery Sprint. Here's what your class noticed.

Built first

Excitement about the ingredients beat the planning stage.

Cards came late

Concepts got applied after the decisions were already made.

Scaled too soon

Some teams mass-produced before making a small prototype.

One requirement hid in plain sight: **reproducible by another baker.**

YOUR OWN TAKEAWAY

We thought the task was to make a snack. The snack. The real task was to manage the process.

From your class debrief

SHOW OF HANDS

Who has ever lost a file, a decision, or the plot the plot in a group chat?

Keep your hand up if it happened this week.

wait which file is the final one??

final_v3? or final_FINAL_v2?

ok but who has the footage

IDEA 1

You know more than you can say. say.

Michael Polanyi's idea: we can know more than we can tell.

TWO KINDS OF KNOW-HOW

Tacit vs. explicit

Tacit: in your head

Editing instincts
Making a guest relax
Your podcast's vibe
“You had to be there”

Explicit: written down

Checklists and scripts
Export settings
A decision log
Anything a stranger could follow

THE VIBE PROBLEM

A vibe is tacit knowledge.

Everyone on your team can feel it. Nobody outside the group chat can reproduce it.

THE GHOSTED-TEAMMATE TEST

Your editor drops the course tomorrow. What breaks?

Where's the file?

Which folder, which version, which drive.

How do we export?

Settings, formats, and the order you do things.

Why this guest?

Who else you considered, and why you chose them.

hey, where did you save the final export?

Your editor left the group

WHY IT MATTERS IN PRODUCT MANAGEMENT

Products outlive teams

Fall 2024

The first cohort launches DigiPod.

Fall 2026

That's you. You inherit it and add to it.

Next cohort

What do they inherit from you?

Every handoff is a test of what got written down.

REAL-WORLD PROOF · A BAKERY STORY

How a bread machine learned to knead



In the mid-1980s, Matsushita's engineers couldn't get their home bread machine to knead like a pro. The know-how lived in a baker's hands, not on paper.

Software developer Ikuko Tanaka apprenticed with the head baker at the Osaka International Hotel, spotted a twisting-stretch motion, and turned it into specs the engineers could build.

TACIT
In a baker's hands



EXPLICIT
Specs the engineers could build

Same problem as your vibe.

Source: Nonaka & Takeuchi, The Knowledge-Creating Company (1995).

SO WHAT IS KNOWLEDGE MANAGEMENT?

Capture it. Organize it. Pass it on. on.

Keeping what your team knows in a form other people can find and use, so the work continues without you.

IDEA 2

Four ways knowledge moves

Socialization

Learn by watching and doing together.

Externalization

Turn what's in your head into words or visuals.

Combination

Merge scattered pieces into one system.

Internalization

Learn by using what's been written down.

What each move looks like

Move	On your team
Socialization	Shadow the person who edits
Externalization	Write the vibe spec and the decision log
Combination	Merge it all into one Knowledge Base
Internalization	The next team produces from it

Today lives in the middle two.

YOUR TOOLKIT ALREADY HAS THE PARTS

12 concept cards, 4 jobs

Capture

Tacit Knowledge
Explicit Knowledge
Documentation
SOP

Organize

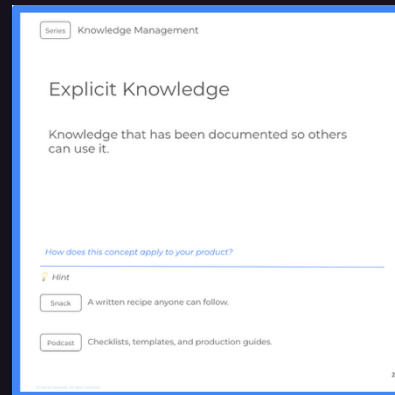
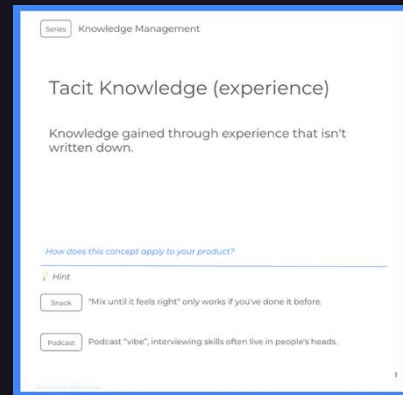
Single Source of Truth
Metadata
Version Control
Dependencies

Test

Assumptions
Feedback Loop

Pass on

Knowledge Transfer
Best Practices



SAY IT LIKE THIS

Toolkit terms, translated

Toolkit term	In real life
Tacit knowledge	The stuff only you know how to do
Documentation	Leaving receipts so nobody has to guess
Single Source of Truth	The one place that's actually right, not the group chat
Version control	Which one is final_final_v3_REAL.mp4?
Metadata	Hashtags for your files
SOP	The recipe for making an episode

POP QUIZ

Which one is tacit knowledge?

A

The export settings, saved in a checklist

B

Knowing a joke will land with this guest

C

The interview script

D

The guest's LinkedIn link

YOUR DELIVERABLE

Deliverable 6: the Podcast Knowledge Base

What the brief asks for

Key decisions, and why

Guest research

Production workflow

Feedback summaries

Lessons learned

Recommendations for future teams

The rules

A living doc, updated all semester.

Final version due before the Showcase Launch Event.

A printed copy at your booth.

IDEA 3

AI runs on context. Your knowledge base is the base is the context.

WHAT AI DOES WITH WHAT YOU GIVE IT

Documented vs. undocumented

With a knowledge base

AI drafts from your real facts, and you can check it against your own record.

Without one

AI fills the gaps with confident guesses, and nobody can tell which parts are invented.

Gaps don't stay empty. Someone or something fills them.

Three reasons KM keeps AI use safe

Oversight needs a standard

You can't review AI work against a bar nobody wrote down.

Traceability

Who used which tool, for what, and who checked it?

Ground truth

Your KB is what you check AI output against.

EXAMPLE

The AI use log

Tool	Task	Reviewed by	What changed
[AI tool]	Drafted five episode titles	[Name]	Rewrote three for tone
[AI tool]	Summarized a guest's articles	[Name]	Checked every claim

One line per use. Five minutes a week saves an hour of “wait, who wrote this?”

GROUND RULES

Keep private things private

Guest details

Contact info and personal details stay out of AI tools.

Consent

Track who signed the consent form before anything goes public.

Human review

A person approves everything AI drafts, every time.

BREAK

10 minutes

When we return: sketch it.

PART 2 · YOUR KM SPRINT

Two pages. One question.

Could another team take over your podcast from this?

- 1 Page 1 · 15 min: your vibe in a paragraph, then in 1–3 words.
- 2 Page 2 · 15 min: sketch your table of contents from the 12 cards.
- 3 Then 15 min: ask AI what you missed. Keep what fits.
- 4 Then swap sheets and challenge each other.

Laptops closed until step 3.



Your pink sheet: one per team, handed in at the end.

BEFORE YOU START · 5 MIN

What makes a good section?

Three tests for anything you put on your sheet.

Find it

Could a stranger locate it in ten seconds?

Trust it

Does it say why it's there, who wrote it, and when?

Use it

Could they act on it tomorrow without asking you?

You'll use these same tests when you **swap sheets**.

AI is a gap-finder, not an author

“Our team of [4–5] students is making a video podcast about [topic] for [audience]. Another team takes it over when we graduate. Here is our table of contents: [paste it]. What are we missing? Ask me questions before you suggest anything.”

Keep what fits your podcast, cut what doesn't.

You approve every line.

THE SWAP · 20 MIN

Swap and challenge

Swap pink sheets with another team. Authors stay silent until step 4.

- 1 5 min: read it cold. What is this podcast, and what's its vibe?
- 2 5 min: if we took it over tomorrow, what would we do first?
- 3 5 min: for each item, what breaks if it's missing? What would we still have to guess?
- 4 5 min: authors join in. Listen, ask why, and take notes.

Use the three tests: could a stranger find it, trust it, and use it?

LOCK IT IN · 3 MIN

Before you leave

- 1 Hand in your pink sheet, both pages, names on it.
- 2 Everyone owns it: could any teammate walk another team through your sheet?

If one of you disappears tomorrow, the rest of the team can still run with it.

EXIT TICKET · 5 MIN

Lessons Learned cards

Biggest Risk

What could stop the next team from continuing your podcast?

Biggest Surprise

What did you learn today that you didn't expect?

Exit ticket: One thing another team would still have to guess: _____.

Could someone else make your your podcast?

Now what's your answer?