COURSE: MBA 695 - Organizational Learning (1.5 credits)

FACULTY MEMBER: Dr. Michael A. Beitler (pronounced Bite-ler)

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OFFICE HOURS: Monday afternoons
by appointment

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REQUIRED MATERIALS


PREREQUISITIES

Professional Work Experience

COURSE OVERVIEW

MBA 695 is designed to provide students with an overview of the leading-edge strategies and techniques used in organizational learning (OL). Best practices at leading corporations will be discussed.
Please note: traditional training is becoming a smaller and smaller part of successful OL strategy. Traditional training is narrowly focused and should be understood as only part of an organization’s OL strategy.

Successful OL strategy involves the use of self-directed learning, learning contracts, knowledge capture, knowledge transfer, communities of practice, succession planning, corporate universities, etc.

Knowledge management (KM) involves the creation and/or acquisition of knowledge, the storage of knowledge, and the dissemination of knowledge throughout the organization.

Learning and knowledge, not physical assets, will determine competitive advantage in the 21st century.

GRADING

A   93-100
A-  90-92
B   83-89
C   75-82
F   less than 75

COMPONENTS OF FINAL GRADE

1. Knowledge Management Project (Group) 30%
2. Learning Contract Project (Individual) 20%
3. Final Exam 30%
4. Participation & Contribution to the Class 20%

100%

1. Knowledge Management Project (Group) (30%)

Student groups (of four members) will conduct knowledge management (KM) projects at real-world companies. Each group will choose two companies (where members currently work) for KM
projects.

Groups will gather data about the company’s knowledge requirements, analyze the requirements, and recommend a KM system. Groups will present a summary of their reports (papers) to the class during Week 6.

Peer evaluations will contribute to the individual’s grade for the project.

2. Learning Contract Project (Individual) (20%)

Students will design their own self-directed learning project with the use of a learning contract (learning agreement). The learning contract will cover the following:

What will be learned?
How will it be learned?
How will the learning be documented?
How will the learning be evaluated?

This paper is due at the beginning of the fifth class. No time extensions will be granted.

3. Final Exam (30%)

The final exam questions, requiring short-answers, will the application of the readings and discussions during the semester. This take-home exam is due at the beginning of the last class.

4. Participation & Contribution to the Class (20%)

Active participation will contribute to the enhancement of the student's knowledge OL and KM. It is the student's responsibility to be prepared for class and to be ready to contribute to discussions.

If the student misses a class, the student is responsible for contacting another class member about assignments or materials that were missed. Only one class can be missed during the six-session course.
AGENDA

Week 1 (June 30)

Class Introductions & Course Overview
Organizational Learning vs. Training
Self-Directed Learning & Learning Agreements (SOL Chap 4)

Week 2 (July 7)

Knowledge Management (SOL Chap 5)
   Codification vs. Personalization
   Explicit vs. Tacit Knowledge
   Communities of Practice

Week 3 (July 14)

Building the Learning Organization
   Learning Before Doing (Timkin)
   Learning While Doing (General Electric)
   Learning After Doing (U.S. Army)

Week 4 (July 21)

Corporate Universities (SOL Chap 8)
The Role of Chief Learning Officer (CLO)
Learning BPO

Week 5 (July 28)

Leadership & Professional Development (SOL Chap 6)
   Reinventing Management Development
   Managing Professional Intellect
   Teaching Smart People to Learn

Individual Learning Agreements (SDL Projects) Due

Week 6 (Aug 4)

Discussion of Group “Knowledge Management” Projects
Discussion of Individual Learning Agreements (SDL Projects)
Take-Home Exam Due