LIS 5990 Learning Organization

Catalog Description:

Creating and managing an innovative and learning organization; Organizational analysis and organization design; Organization culture and change; Training and learning; The core capabilities and disciplines of learning organizations; Mental models and ladder of inference; The core capability of generative conversations; Balancing inquiry and advocacy; Building shared vision; Understanding complexity - an introduction to systems thinking and levels of perspective.

Prerequisite:

None

Student Learning Outcomes:

Students will be able to

1. Discuss the core disciplines of building a learning organization that include personal mastery, mental models, shared vision, team learning and systems thinking.
2. Discuss learning organization and its relationship to organizational performance and competitive advantage in today’s global environment.
3. Understand the methods and tools needed to create a learning organization

Teaching/Learning Methods:

This course will employ lecture and team work tutorials with emphasis on participation. Content will be available electronically and students are expected to participate in the tutorial to maximize their learning through group discussion and case studies. Assignments will be designed for practical application as well as analysis of concepts and issues.
**Evaluation Methods:**

Evaluation will be based on a combination of written analytical reports and team based work. Participation in tutorials and group discussion will be an important part of the evaluation.

The final assessment will consist of:
- Term Paper 40%
- Midterm Exam 40%
- Tutorials and classroom participation 20%

**Required Text:**


**Recommended Readings:**


**COURSE OUTLINE:**

1. Overview of Learning Organizations
   - Course overview
   - What is a Learning Organization?
   - Overview of the Five Disciplines

2. Personal Mastery
   - Current Reality, Desired Goal, Creative Tension

3. Mental Models
   - Mental Models
   - Ladder of Inference
   - Advocacy & Inquiry
   - Profiling Methods & Models

4. Systems Thinking
   - Causal Loop Diagramming
   - Systems Archetypes
5. Team Learning
   - Individual Learning
   - Double-Loop Learning
   - After Action Reviews
   - Asking Powerful Questions
   - Generative Conversations

6. Shared Vision
   - Overview of Shared Vision
   - Mission, Vision, Values
   - Storytelling

7. Change Management
   - Overview of Change Management
   - John Kotter’s 8-Step Change Model