Wilmington University
College of Education

OLI 7102   Organizational Learning, Theory, Culture & Practice

Course Number: OLI 7102

Course Title: Organizational Learning, Theory, Culture and Practice

Faculty Contact:
Email:
Phone:
Office Hours: By appointment or Fridays from 2-4:00 pm

I. Overview

Course Description: Continual learning at the individual, team and organizational levels is vital to the continued success and growth any organization. Strategic advantage flows to the organization that can learn faster and manage its knowledge and talent resources more effectively than the competition.
and processes that support learning and foster continual growth and development at the individual, team and organizational levels.

Additional Course Information: This course engages students in an array of learning activities designed to enhance the professional development skills of those who wish to shape the learning function in organizations. Some argue that continual learning at the organizational level is vital to the success, growth and survival of the agency, business or organization. Strategic advantage flows to the organization that can learn faster and manage its knowledge more effectively t

utside the organization

Minimum Time Requirements (in clock hours):

Teacher Led Instruction	SEA	Fieldwork/Clinical	Lab	External Learning
25 Hrs	15 Hrs	0	0	

College Education Program Attributes

The manner in which we prepare educational personnel is informed by eight essential attributes:
  1. ensuring that programs are knowledge-based;
  2. viewing educational personnel as learners, including a focus on deconstructing past experiences as learners in coursework and field experiences and developing appropriate knowledge of the content and discourse of the disciplines to be taught;
  3. contextual and cultural sensitivity;
  4. facilitating inquiry and reflection, i.e., providing structured opportunities for critical refle
  5. enabling authentic participation, collegiality and collaboration;
  6. building an ongoing developmental program that allows for continuous improvement, experimentation, and professional growth;
  7. ensuring that programs are standards-driven; and
  8. ensuring that programs promote the effective use of technology.

Program Theory and Foundation

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On-line reference for APA Manual @ Purdue OWL: https://owl.english.purdue.edu/owl/resource/560/1/

NOTE: There maybe additional be readings/viewings from journals, research reports, and other web-based sources each week. All posted and distributed materials form part of the knowledge base for the course and should be referenced in class participation activities and in graded assignments for the course. **See Course Schedule later in the syllabus and Blackboard for a Description of Specific Learning Activities and Weekly Reading/Viewing Assignments**

II. Major Graded Assignments & Activities

A variety of instructional methods will be used to engage students in reaching out beyond their comfort zone to embrace new knowledge, practice new skills, and reflect on their progress in learning how to encourage, nurture, and implement innovative ideas for organizational learning within profit and non-profit organizations. Individual, team, and class activities will be used.

Assignments and Grading   Listed below are the Assignments that will be graded during OLI 7102. There may be additional ungraded assignments in the course that are required but not graded.

Assignment Type	Assignment Points	Assignment Weight
1.Weekly Learning Activities	7 @ 100 points=700	15%
2.Synchronous Session Participation (F2F or Virtual)	6 @ 100 points=600	10%
3.Organizational Culture Implications for Learning Paper	100	15%
4.OL Assessment Paper w/SWOT Form	100	15%
5.Organizational Learning Plan Paper	100	25%
6.Exemplar Group Project Final Presentation	100	20%
Total	**1700**	**100%**

Further information about these assignments is posted on Blackboard. All assignments will be graded on the rubric scale, but do keep in mind that the assignment are weighted as indicated in the above table. Grading will be done according to Wilmington University grading policy for graduate studies: 95-100=A; 92-94=A-; 89-91=B+; 86-88=B; 83-85=B-; 80-82=C+; 77-79=C; 74-76=C-; <74=F. B indicates competent performance in the class. An A in the class means your performance was exemplary, and an A- indicates excellence. A B- means your performance was marginal, and grades in the C category will result in probationary status. An incomplete grade may be given if a student is unable to complete course requirements

Major Assignment Descriptions:

1. **Weekly Learning Activities (15%)   Due Weekly:**
   Each week you will be asked to participate in at least one learning activity online. Digital technologies are enabling new ways of learning, managing knowledge and supporting organizational growth and development. Activities may include, but are not limited to discussion boards, interviews, article summaries, video reviews and other substantive contributions to this activity is expected. board topics is expected. The rubric for this activity is available in the assignment information section of online class site.

2. **Synchronous Session Participation (10%) - Due Weekly:**
   Our class will be highly interactive and experiential. Every week students will find themselves engaged in either f2f or online class activities designed to foster a better understanding the important issues coming to the fore as organizations struggle to meet the demands of a global economy and an increasingly networked world. Substantive contributions to class discussion of assigned readings, case studies, video examples, is expected. The rubric for this activity is available in the assignment information section of online class site.

3. **Organizational Culture Implications for Learning Paper (15%) Due Week 2:**
   Organizational Culture is critical part of any organizations which can influence many facets of an organization including its learning capacity and capabilities. For this 5-7-page paper + cover sheet & reference page with at least five sources, you will concentrate both on the theory of organizational culture as well as the p

5. (25%)   Due Week 6:
For this 10-15-page paper, you will be in the role of an internal consultant charged with creating an improvement plan for your organization. This organization may be your current workplace or an organization in which you volunteer and are actively involved in some leadership capacity. Using either the entire organization or a specific unit. Be sure you plan includes the following elements:

Part I: Introduction (2-3 pages):
Provide a brief introduction of your organization, its history, mission/purpose and any-2(a.000011802 0 792 6-4(e a)-2(nd)-2(any-2(a.000011

Part VI: Organizational Learning Plan (1-2 pages):

      Provide a powerful conclusion which summarizes your plan for the reader

Your plan should be written in APA formatting. It should be supported by evidence from assigned and additional readings with at least 7 peer-reviewed sources being incorporated into it. The rubric for this activity is available in the assignment information section of online class site.

6. **Learning In Action - Exemplar Group Project Final Presentation (20%)   Due Week 7:**

                                                       be the embedded
features of the organization that support learning and effective knowledge management.

Assignment Submission: All assignments must be submitted via Blackboard in as either a Word or PDF Document or PPT unless otherwise noted. You are responsible for converting all other formats (i.e.: Pages, Google Docs, etc.). All assignments should adhere to APA Formatting and Citation guidelines. Cover Sheets and Reference pages do not count toward the page total.

Course Materials and Reading List: Are listed in the Schedule of Activities by Week and in the Reference List at the end of the syllabus. Articles or links to

	Have a working definition of Organizational Culture and its theoretical underpinnings Describe the relationships among organizational learning, organizational culture, leadership and change management. Continue to explore systems thinking and complexity.	Groysbert, et.al. (2018) Hatch & Schutz (1997) Hogan & Coote (2014) Schein (1984) Walker & Soule (2017) 2 Videos All posted materials	Complete Learning Activity Attend Synchronous Session Organizational Culture Assessment & Implications for Learning Paper Start Survey on OL in your workplace.
3	**Information gathering, environmental scanning and meaning-making.** Gain an undersan undetiofOL ith5(g Aderpiy(g Ag4		

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Special Note:

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VI. Additional Resources:

This developing list of resources begins with a list of books related to the general topics of: Organizational Learning and Learning Organizations, Knowledge Management, and Workplace Learning (Professional Growth and Development for Groups and Individuals). Following the list of books are a list of journal articles organized around the same themes. The resource list concludes with a section on web-based resources.

BOOKS

Organizational Learning and Learning Organizations

Argote, L. (2012). *Organizational learning: Creating, retaining and transferring knowledge (2nd ed.).* New York, NY: Springer.

Argyris, C. (1999). *On organizational learning* (2nd ed.). Malden, MA: Blackwell Publishers.

Argyris, C. & Schon, D. (1995). *Organizational learning II: Theory, method and practice.* Upper Saddle River, NJ: FT Press/Pearson.

Beitler, M. (2010). *Strategic organizational learning: A practitioner's guide for managers and consultants* (2nd ed.). Greensboro, NC:

Bingham, T., & Conner, M. (2010). *The new social learning: A guide to transforming organizations through social media.* San Francisco, CA: ASTD & Berrett Koehler.

Bushe, G., & Marshak, R. (Eds.). (2015). *Dialogic organizational development.* Oakland, CA: Berrett Koehler Publishers, Inc.

Couros, G. (2015). *The innovator's mindset: Empower learning, unleash talent, and lead a culture of creativity.* San Diego, CA: Dave Burgess Consulting.

DiBella, A., & Nevis, E. (1997). *How organizations learn: An integrated strategy for building learning capability.* San Francisco, CA: Jossey-Bass

Dreiser, R. (2009). *Designing the smart organization: How breakthrough corporate learning initiatives drive strategic change and innovation.* San Francisco, CA: Jossey-Bass.

Edmondson, A. (2012). *Teaming: How organizations learn, innovate, and compete in the knowledge economy.* San Francisco, CA: Jossey-Bass.

Easterby-Smith, M. & Lyles, M. (Eds.). (2011). *Handbook of organizational learning and knowledge management* (2nd ed.). San Francisco, CA: John Wiley.

Garvin, D. (2003). *Learning in action: A guide to putting the learning organization to work.* Boston, MA: Harvard Business Review Press.

Goldsmith, M., Morgan, H., & Ogg, A. (Eds.). (2004). *Leading organizational learning.* San Francisco, CA: Jossey-Bass/John Wiley.

Graupp, P., Jakobsen, G., & Vellema, J. (2014). *Building a global learning organization: Using TWI to succeed with strategic workforce expansion in the LEGO group.* London, UK: Productivity Press.

Hess, E. (2014). *Learn or die: Using science to build a leading edge learning organization.* New York, NY: Columbia Business School.

Hutchens, D. (2013). *Outlearning the wolves: Surviving and thriving in a learning organization* (3rd ed.). Acton, MA: Leverage Networks.

Ismail, S. with Malone, M., & van Geest, Y. (2014). *Exponential organizations: Why new organizations are ten times better, faster and cheaper than yours and what to do about it.* New York, NY: Diversion Books.

Lipshitz, R. (2007). *Demystifying organizational learning.* Thousand Oaks, CA: Sage.

Marquardt, M. (2011). *Building the learning organization: Achieving strategic advantage through a commitment to learning* (3rd ed.). Boston, MA: Nicholas Brealey Publishing.

McChrystal, S. with Collins, T., Silverman, J., & Russell, C. (2015). *Team of teams: New rules of engagement for a complex world.* New York, NY: Penguin.

Meyer, P. (2015). *The agility shift: Creating, agile and effective leaders, teams, and organizations.* Brookline, MA: Bibliomotion, Inc.

Pietersen, W. (2010). *Strategic learning: How to be smarter than your competition and turn key insights into competitive advantage.* Hoboken, NJ: John Wiley.

Renesch, J. & Chawla, S. (2006). *Learning organizations: Developing cultures for tomorrow's workplace.* New York, NY: Productivity Press/Taylor & Frances.

Robertson, B. (2015). *Holocracy: The new management system for a rapidly changing world.* New York, NY: Henry Holt & Co./Macmillan

Stiglitz, J., & Greenwald, B. (2014). *Creating a learning society: A new approach to growth, development and social progress.* (Kenneth J. Arrow Lecture Series). New York, NY: Columbia University Press.

Wheeler, K. in collaboration with Clegg, E. (2005). *The corporate university workbook: Launching the 21st century learning organization.* San Francisco, CA: Pfieffer/John Wiley.

Winegard, J. (2015). *Learning to succeed: Rethinking corporate education in a world of unrelenting change.* New York, NY: AMACOM.

Knowledge Management and Communities of Practice

Collison, C., & Parcell, G. (2005). *Learning to fly: Practical knowledge management from leading and learning organizations.* Chichester/West Sussex, UK: Capstone Publishing/Wiley.

Flinn, S. (2010). *The learning layer: Building the next level of intellect in your organization.* New York, NY: Palgrave Macmillan/St.

Frappaolo, C. (2006). *Knowledge management* (2nd ed.). West-Sussex, UK: Capstone Publishing/Wiley.

Gherardi, S. (2006). *Organizational knowledge: The texture of workplace learning.* Malden, MA: Blackwell/Wiley.

Hislop, D. (2013). *Knowledge management in organizations: A critical introduction.* Oxford, England: Oxford University Press.

Holton, III, E., & Baldwin, T. (Eds.) (2003). *Improving learning transfer in organizations.* San Francisco, CA: Jossey Bass.

King, W. (2009). *Knowledge management and organizational learning.* Annals of Information Systems: Volume 4. New York, NY: Springer-Verlag.

Leistner, F. (2010). *Mastering organizational knowledge flow: How to make knowledge sharing work.* Hoboken, NJ: John Wiley & Sons.

The new edge in knowledge: How knowledge management is changing the way we do business. Hoboken, NJ: John Wiley.

North, K., & Kumta, G. (2014). *Knowledge management: Value creation through organizational learning.* Basel, Switzerland: Springer Publishing.

Pasher, E., & Ronen, T. (2011). *The complete guide to knowledge management: A strategic plan to leverage your company's intellectual capital.* Hoboken, NJ: John Wiley.

Prusak, L., & Matson, E. (Eds.) (2006). *Knowledge management and organizational learning.* New York, NY: Oxford University Press.

Rothman, J. (2016). *Agile and lean program management: Scaling collaboration across the organization.* Victoria, BC: Practical Ink/Lean Publishing.

Tidd, J. (2012). *From knowledge management to strategic competence: Assessing technological, market and organizational innovation* (3rd ed.). London, UK: Imperial College Press.

Wellman, J. (2009). *Organizational learning: How companies and institutions manage and apply knowledge.* New York, NY: Palgrave/MacMillan.

Wenger, E., McDermott, R., & Snyder, W. (2002). *Cultivating communities of practice: A guide to managing knowledge.* Boston, MA: Harvard Business Review Press.

Westover, J. (Ed.) (2011). *Organizational culture, learning, and knowledge management.* Champaign, IL: Common Ground Publishing.

Training & Development/Professional Development/Workforce Development/Workplace Learning

Allen, M. (Ed.) (2002). *The corporate university handbook: Designing, managing, and growing a successful program.* New York, NY: AMACOM Books.

Ashton, K. (2015).

Bozarth, J. (2010). *Social media for trainers: Techniques for enhancing and extending learning* (Essential tools resource). San Franciso, CA: Pfieffer/Wiley.

Brinkerhoff, R., & Apking, A. (2001). *High impact learning: Strategies for leveraging performance and business results from training investments* (New perspective in organizational learning, performance and change). New York, NY: Perseus Publishing.

Caplan, J. (2013). *Strategic talent development: Develop and engage all your people for business success.* London, UK: Kogen Page, Ltd.

Chester, E., & Qubein, N. (2015).

Kegan, R., & Lahey, L. (2016). *An everyone culture: Becoming a deliberately developmental organization.* Boston, MA: Harvard Business School Publishing.

Kirkpatrick, J., & Kirkpatrick, W. (2010). *Training on trial: How workplace learning must reinvent itself to remain relevant.* New York, NY: AMACOM.

Kolb, D. (2015). *Experiential learning: Experience as the source of learning and development* (2 ed.). Upper Saddle Ridge, NJ: Pearson Education.

The SAGE handbook of workplace learning. Thousand Oaks, CA: Sage Publications.

Marquardt, M. (2011). *Action learning: Real-time strategies for developing leaders, building teams, and transforming organizations.* Boston, MA: Nicholas Brealey Publishing

Meister, J., & Willyerd, K. (2010). *The 2020 workplace: How innovative companies attract, develop and keep tomorrow's employees today.* New York, NY: HarperBusiness.

Meyer, P. (2010). *From workplace to playspace: Innovating, learning and changing through dynamic engagement.* San Francisco, CA: Jossey-Bass.

Mooney, T., & Brinkerhoff, R. (2008). *Courageous training: Bold actions for business results.* San Francisco, CA: Berrett-Koehler.

Pollock, R., Jefferson, A., & Wick, C. (2015). *The six disciplines of workplace learning* (3rd ed.). Hoboken, NJ: John Wiley & Sons.

Rademakers, M. (2014). *Corporate universities: Drivers of the learning organization.* New York, NY: Routledge.

Raelin, J. (2008). *Work-based learning: Bridging knowledge and action in the workplace* (New and revised edition). San Francisco, CA: Jossey-Bass/Wiley.

Reed. L., & Signorelli, P. (2011). *Workplace learning and leadership: A handbook for library and nonprofit trainers.* Chicago, IL: American Library Association.

Robinson, D. G., & Robinson, J. C. (2008). *Performance consulting: A practical guide for HR and learning professionals* (2nd ed.). San Francisco, CA: Berrett-Koehler.

College of Education

Crossan, M. (2003). Altering theories of learning and action: An interview with Chris Argyris. *Academy of Management Executive, 17*(2), 40-46. doi: 10.5465/AME.2003.10025189.

Senge, P. (2003). Taking personal change seriously: The impact of organizational learning on management practice. *Academy of Management Executive, 17*(2), 47-50. doi: 10.5465/AME.2003.10025191.

Easterby-Smith, M., & Lyles, M. (2003). Re-reading organizational learning: Selective memory, forgetting, and adaptation. *Academy of Management Executive, 17*(2), 51-55. doi: 10.5465/AME.2003.10025192.

Crossan, M., Lane, H., & White, R. (1999). An organizational learning framework: From intuition to institution. *Academy of Management Review, 24* (3), 522-537. doi: 10.5465/AMR.1999.2202135.

Carmeli, A. Brueller, D., & Dutton, J. (2009). Learning behaviours in the workplace: The role of high-quality interpersonal relationships and psychological safety. *Systems Research & Behavioral Science.* 26(1), 81-98. doi: 10.1002/sres.932.

Crossan, M., Maurer, C., & White, R. (2011). Reflections on the 2009 AMR decade award: Do we have a theory of organizational learning. *Academy of Management Review.* 36(3), 446-460. doi: 10.5465/AMR.2011.61031806

Davis, J. L., & Davis, H. (2009). The learning organization implemented in education through advisory committees. *Education, 130*(1), 114-117. Retrieved from ERIC database.

Garvin**,** D. A. (1993). Building a learning organization. *Harvard Business Review.* 71(4), 78-91. Retrieved from Business Source Complete database.

Garvin, D., Edmondson, A., & Gino, F. (2008). Is yours a learning organization. *Harvard Business Review,* 86(3), 109-116. Retrieved from Business Source Complete database.

Gronhaug, K., & Stone, R. (2012). The learning organization: An historical perspective, the learning process, and its influence on competitiveness. *Competitiveness Review, 22*(3), 261-275. doi: 10.1108/10595421211229673.

Haldeman, J. (2011). The learning organization: From Dysfunction to grace. *Journal of Management & Marketing Research.* 9, 1-9. Retrieved from

Hannah, S. T. & Lester, P.B. (2009). A multi-level approach to building and leading learning organizations. The Leadership Quarterly, *20*(1), 34-48. Retrieved from PsycINFO database.

Jörg, T. (2010). Rethinking the learning organization.: *Proceedings of the European Conference on Intellectual Capital,* 317-325. Retrieved from Business Source Complete database.

Johnson, J. R. (2002). Leading the learning organization: Portrait of four leaders. *Leadership & Organization Development Journal, 23*(5), 241-249. Retrieved from PsychINFO database.

Leavitt, C. (2011). A comparative analysis of three unique theories of organizational learning. [on-line submission]. Report available from ERIC database (ED523990).

Malhotra, Y. (1996). Organizational learning and learning organizations: An Overview [WWW document]. http://www.brint.com/papers/orglrng.htm

McIntyre, N. H., Harvey, M., & Moeller, M. (2012). The role of managerial curiosity in organizational learning: A theoretical inquiry. *International Journal of Management* (June Supplement), 659-676. Retrieved from Business Source Complete database.

Milway, K., & Saxton, A. (2011). The challenge of organizational learning [Non Profit Management]. *Stanford Social Innovation Review, 6.* Retrieved from SSIReview website. http://www.ssireview.org/articles/entry/the_challenge_of_organizational_learning/

Mohanty, K., & Kar, S. (2012). Achieving innovation and success: Organizational learning. *SCMS Journal of Indian Management**, 9*(1), 36-42. Retrieved from Business Source Complete database.

Schimmel, R., & Muntslag, D. R. (2009). Learning barriers: A framework for the examination of structural impediments to organizational change. *Human Resource Management**, 48*(3), 399-416. Retrieved from Business Source Complete database.

Sloan Management Review, 32(1), 7-23.

Wang, C.L. & Ahmed, P.K. (2003). Organisational learning: A critical review. *The Learning Organization*,

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Agency. *Journal of Evidence-Based Social Work*, 9(1/2), 43-56. doi: 10.1080/15433714.2012.636310.

Kieslinger, B., Pata, K., & Fabian, C. M. (2009). A participatory approach for the support of collaborative learning
building in networked organizations. *International Journal of Advanced Corporate Learning, 2*(3), 34-38. doi: 10.3991/ij

Kuo, T-H (2011). How to improve organizational performance through learning and knowledge. *International Journal of Manpow*
32(5/6), 581-603. doi: 10.1108/01437721111158215.

Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of
Management Information Systems,* 18(1), 185-214. Retrieved from Business Source Complete database.t7f

Hustad, E., & Bechina, A. A. (2011). Facilitating distributed networks of knowledge: A boundary management perspective. *Proceedings
of the International Conference on Intellectual Capital, Knowledge Management & Organizational Learning,* 234

Netteland, G. (2009). Implementation of e-

WEB RESOURCES

of resources during the course.)

Several videos featuring Peter Senge
An recent interview (2015) with Peter Senge by Sarder TV
https://www.youtube.com/watch?v=vc2ruCErTok

Dr. Peter Senge talks to host Raju Mandhyan about how he came about to be the world's top ten management guru. he also, briefly covers the five More » disciplines of...Mental Models, Personal Mastery, Shared Visions, Team Learning and Systems Thinking.
http://www.videosurf.com/video/systems-thinking-with-peter-senge-of-the-fifth-discipline-exin041111-1292485638

g address   The Learning Organization Symposium at Jubail Industrial City   Saudi Arabia
e ke**http://www.youtube.com/watch?v=l4u9ZTa9evE&feature=related**

Society for Organizational Learning
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