PRST 334
Developing and Managing a Learning Organization

COURSE DESCRIPTION

This course addresses the key concepts, models and practices of developing and managing a learning organization within a variety of sectors (profit, public, non-profit, specialized). Increasing complexity within the modern performance environment is expanding the range of inputs required to make an informed decision, which in turn is increasing the level of engagement and interdependence among decision contributors and stakeholders. An increasing rate of change requires decision contributors and stakeholders to collaborate, learn, innovate and implement as fast as the environment is changing. Students will learn how to develop, implement and manage the key contributors to an efficient learning organization including leadership, technology, organizational design and communication competencies.

COURSE LEARNING OBJECTIVES

By the end of the course, students will be able to:

1. Describe the key concepts, models and practices related to managing a learning organization across a variety of sectors (public sector, private sector, non-profit sector and specialized sectors).
2. Explain the historical evolution, contemporary state and importance of organizational learning
3. Identify the key general steps, practices and tools within the process of managing a learning organization
4. Map out a strategic intervention that helps organizations to develop an efficient engagement, learning, decision making and implementation culture

COURSE EVALUATION

• Quizzes
• Discussion Boards
• Individual Project - Briefing Paper and Presentation
• Application Project – Develop and implement an team level intervention that increases the rate of mutual learning
TOPICS

• Definition and importance of a learning culture within modern organizations and performance conditions
• Understand the different types of organizational learning and how learning takes place in organizational systems at multiple levels
• Identify and explain key contributors to organizational learning:
  o Leadership (oneself and others)
  o Organizational design
  o Patterns (norms) of engagement, decision making, process management and managing uncertainty
  o Knowledge management and associated technology
  o Emotional climate, trust and anxiety
  o Communication and collaboration competencies
• Key general competencies of mutual learning in organizations
• Developing communication competencies that promote learning in relationships
• Developing and Implementing an organizational development intervention that promotes an efficient organizational learning culture