



Dr. V. N. Bedekar Institute of Management, Thane
Teaching Plan (MMS)
Academic Year (2016-2017)

Programme Name: MMS / PGDM: MMS

Name of the Course: Building Learning Organisation

Maximum marks: 100

No. of Sessions: 13 (40 hrs)

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Weblink:

Learning Objectives:

- 1. Make students understand the need for Learning Organizations – to sustain in this competitive Market, every organization now has to become Innovative and Competitive and that can be achieved by becoming a Learning Organization.**
- 2. How to build the Learning Organization: factors, elements important considered to make the change from a Traditional Organization to a new learning Organization or becoming a Global Organization or via Mergers/Acquisition or bringing in a New Technology.**
- 3. To provide students an understanding that Organization is all about People, so any change improvement in Organization is via People, so for a better performing Organization, the People in the Organization need to be changing, not physically but Mentally. And people have to perform well-cordinated Team**
- 4. Provide Students with in depth knowledge on the resources required to build Learning Organization- Knowledge, Structures, Architecture and solved Case Studies for a better understanding.**
- 5. As HR folks, make the students understand that they need to play a pivotal role in bringing a better Learning Organization which should be future oriented bringing a better Work Life for the people and Organization Collectively.**

Reference Books / Articles:

1. Fifth Discipline: Art and Practice of Learning Organization – Peter Senge
2. Building an Innovative Learning Organization – Russell Sardar
3. Insead Articles: Emerging Markets, 2014



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4. Handbook of Human Resource Management in Emerging Markets (Research Handbooks in Business and Management series) by [Frank Horwitz](#) (Author, Editor), [Pawan S. Budhwar](#) (Author, Editor)
5. Building Learning Organizations – Michael J Marquardt
6. Building Learning Organization - Harvard Business Review
7. Development and the Learning Organization: an introduction -Laura Roper and Jethro Pettit
8. The Learning Organization: From Vision to Reality: By Margaret Wheatley, Peter Senge
9. Personal Mastery: A Key to Organizational Growth, May 20, 2014 by [Joe Girard](#)
10. Knowledge Management in Organizations – Donald Hislop

Plan:

Session No	Topics to be covered	Books referred/ Recommended/ References- Print/Articles/ News/Research papers/ Online database/ Software /Simulations used	Learning outcomes	Evaluation of Students understanding by MCQs, Quiz, Short Test
1	Introduction to Building Learning Organizations	Google Articles: David Gravin, Peter Senge, Harvard Business Review – Article. Book: Michael J. Marquardt	Understand Learning in General, Learning Forms, Use of Technology in Learning, Define Learning Organization, Need of Learning Organization, Essentials of Learning Organization, Strategies for Organizational Learning, Benefits of Organiza-	



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			tional Learning	
2	Emerging Business Realities	<p>Book: Michael J Marquardt,</p> <p>Insead Articles: Emerging Markets, 2014</p> <p>Handbook of Human Resource Management in Emerging Markets (Research Handbooks in Business and Management series)</p> <p>by Frank Horwitz (Author, Editor), Pawan S. Budhwar (Author, Editor)</p>	Understand Emerging Business on Economies, Globalization, Various Markets and their impact on Globalization and Learning Organization need in this Emerging Markets	General Knowledge Test
3	Emerging HR Realities	<p>Handbook of Human Resource Management in Emerging Markets (Research Handbooks in Business and Management series)</p> <p>by Frank Horwitz (Author, Editor), Pawan S. Budhwar (Author, Editor)</p> <p>Changing Roles & Functions of HR: HR Republic Summit 2011: Trends & Challenges Unfold</p>	Changing Roles of HR since inception, HR roles in Technology Era, HR Challenges, And Emerging HR Trends	HR Quiz
4	Actions Reality & Change	<p>Art of Learning Organizations – Peter Senge</p> <p>Development and the Learning Organization: an</p>	Learning Organizations in depth discussion, What are the Learning Disabilities, Beer Game and	Case Study



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		introduction -Laura Roper and Jethro Pettit	lessons for learning organization	
5	Fifth Discipline - I	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J Marquardt	Laws of Fifth Discipline Elements of Systems Thinking, Archetypes of Systems Thinking Learning Disciplines Structures of Systems Thinking	Puzzle Game
6	Fifth Discipline - II	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J Marquardt		Crossword
7	Personal Mastery	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J Marquardt Personal Mastery: A Key to Organizational Growth, May 20, 2014 by Joe Girard	Elements of Personal Mastery Characteristics of Personal Mastery, Why do Organizations Struggle Change, Personal Mastery in Organizations, Structure of Personal Mastery	Short Activity on Personal Goals/Vision
8	Mental Models	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J Marquardt	Understanding Mental Models, Why do best Ideas fail, How are Mental Models Built, Why are Mental Models Misunderstood, Learning Mental Models, Managing Mental Models, Mental Models Structures	Mental Activity
9	Shared Vision	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J	Understanding Shared Vision, Personal vision, Creating Shared Vision in Organizations, Disci-	Test



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		Marquardt	pline of Shared Vision, Anchoring Vision, Shared vision Structures	
10	Team Learning & Work Life Balance	Art of Learning Organizations – Peter Senge Building Learning Organizations – Michael J Marquardt	Understand Team Goals, Team Learning, Discipline of Team Learning, Issues with Team Learning, How to Teams do – Team Practice, Structure of Team Learning. End War between Work & Family. How to Learning Organizations bring in Work Life Balance	
11	Knowledge Management	Knowledge Management Quick Guide – Tutorials Point	Knowledge Management, Knowledge Management Models, Knowledge Based Competition, Knowledge Creation & Acquisition Process, Knowledge Repositories, Knowledge Audit	Discussion
12	Architecting Learning Organization Capabilities of Learning Organization	The Learning Organization: From Vision to Reality: By Margaret Wheatley, Peter Senge	Architecting Learning Organizations, Idea of Learning Organization, Framework of Learning Organization, 4 R Framework, Key Attributes for Learning Organization	



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13	Case Studies and Presentations			4 hrs
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2. Practical Approach : Other activities (Atleast 4 distinct activities)

Sr. No.	Activity Name	Topic Covered	Learning outcomes	Source
1	Role Play			
2	Industry Visit			
3	Academic Projects	Motivation		
4	Book Review			
5	Group Discussion	Leadership		
6	Business Quiz / Business News sharing	Personality		
7	Videos / Simulation	Attitude		
8	Use of Softwares and Labs			
9	Any other activity			



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Evaluation:

I) Internal:

Component	Details	Marks
Class Test	Internal Test	20
Presentation		
Case Study	Assignments	10
Participation	Attendance	10
Others		

Signature of Faculty

Signature of the Co-ordinator