

Learning Organizations ALED 342 / ALEC 689 Fall 2006

Schedule: M/W 4:10 – 5:25pm
Location: 204 HECC

Instructor: Dr. Chris Townsend, 107 Scoates Hall
leader@tamu.edu , Office hours by appt. 458-3705 or 862-3003

Text and materials: Good to Great, Jim Collins, HarperCollins Publisher, 2001
*Course website: www.aged.tamu.edu/classes/342
1 packet of 3 x 5 index cards, Neo account, 3 scantron forms (see outline)

Course objectives: In this course, students will:
1. build a working knowledge of a learning organization's five disciplines
2. develop the vocabulary of the five disciplines
3. apply learning org. concepts within a learning community
4. facilitate learning, demonstrate knowledge acquisition, and apply concepts to applied contexts

Application Assignments and Evaluation:

S.A.C. cards (6 @ 10 pts each)	60 points (9/11, 9/25, 10/9, 10/23, 11/6, 11/20)
Learning Community Teacher Evaluation (4@25)	100 points (9/27, 10/11, 11/1, 11/13)
Learning Community Reflection	90 points (11/29)
Exam #1	250 points (10/16)
Exam #2	250 points (11/15)
Final Exam	250 points (12/11)
Application Accountability (10@25)	250 points (9/4, 9/11, 9/25, 10/9, 10/16, 10/30, 11/8, 11/15, 11/27, 11/29)
Total	1250 points

Course grades will be assigned according total points earned:

1119 - 1250	A
994 - 1118	B
869 - 993	C
744 - 868	D
below 744 -	F

Class expectations:

This class is a senior and graduate level learning experience and students are expected to participate in a manner that allows them to master the content. Late arrival is not acceptable as it is disruptive to the students who have arrived on time. Class time will be spent to allow students synthesis of new concepts presented in the theory of learning organizations.

All assignments are due by the date listed in the syllabus and course outline. Following an excused absence (see the student rule handbook for a complete description), students may turn in late work according to the university policy. For non-university excused absences, late work will be accepted up to 3 class days past the due date and will be penalized 10%/day.

" An Aggie does not lie, cheat, or steal or tolerate those who do." Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for learning, and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the TAMU community from the requirements or the processes of the Honor System. For further information please visit <http://www.tamu.edu/aggiehonor>.

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Office of Support Services for Students with Disabilities in Room B118 Cain Hall. The telephone number is 845-1637.

Course Outline

Date	Topic	Application
week 1 8/28	Introductions, creating a learning environment, review of syllabus, expectations, assignments, evaluation.	
8/30	Why learning organizations? Summary of "5 Disciplines" Creating learning communities	Assign groups
	Application 1 – Profile.pdf READ CHAPTER 1: Good is the Enemy of Great	DUE 9/4
week 2 9/4	Managing change and organizational leadership Learning communities discuss Application 1	
9/6	Systems view of organizations	
	Application 2 – Leader.pdf READ CHAPTER 2: Level 5 Leadership	DUE 9/11
week 3 9/11	Systems and archetypes Learning Community discuss Application 2	S.A.C. DUE: WK 1 & 2
	4:55 – 5:25pm: Learning Community Leaders' Meeting	"A" Leaders meet (Personal Mastery)
9/13	Values application and discovery	No formal class
week 4 9/18 9/20	Personal mastery: Values, tensions and vision blocks Personal mastery: Barriers to telling the truth	
	Application 3 – Boss.pdf; Questions.pdf READ CHAPTER 3: First Who...Then What	DUE 9/25
week 5 9/25	Learning Community Leaders teach: Personal Mastery and Chapters 1 & 2 Learning Communities discuss Application 3	"A's" Teach S.A.C. DUE: WK 3 & 4
9/27	Shared vision: Review of vision definitions	DUE: "A" Leader Eval.
	4:55 – 5:25pm: Learning Community Leaders' Meeting	"B" Leaders meet (Shared Vision)
	READ CHAPTER 4: Confront the Brutal Facts	
week 6 10/2	Shared vision: Core values & success factors Commitment vs. compliance, stages of leadership	
10/4	Work Time: Application 4 – Vision.pdf	DUE 10/9

week 7 10/9	Learning Community Leaders teach: Shared Vision and Chapters 3 & 4 Learning Communities discuss Application 4	"B's" Teach S.A.C. DUE: WK 5 & 6
	READ CHAPTER 5: The Hedgehog Concept	
10/11	Review for Exam #1 Application 5 – Good to Great Rev 1.pdf	DUE: "B" Leader Eval. DUE 10/16
week 8 10/16	Exam #1 - bring scantron 0-101607-TAMU Material covered includes: all readings, lectures, activities, and hand-outs through Shared Vision	
10/18	Mental Models Practicing left/right hand columns Balancing inquiry & advocacy	
	4:55 – 5:25pm: Learning Community Leaders' Meeting	"C" Leaders meet (Mental Models)
	READ CHAPTER 6: A Culture of Discipline	
week 9 10/23 10/25	Ladder of inference Conversation protocols	S.A.C. DUE: WK 7 & 8
	Application 6 – Protocols.pdf	DUE 10/30
week 10 10/30	Learning Community Leaders teach: Mental Models and Chapter 5	"C's" Teach
11/1	Learning Communities discuss Application 6 Team Learning: time management, sense of teamwork	DUE: "C" Leader Eval.
	4:55 – 5:25pm: Learning Community Leaders' Meeting	"D" Leaders meet (Personal Mastery) DUE 11/8
	Application 7 – Flextime.pdf	
week 11 11/6 11/8	Team learning: dialog protocol Learning Community Leaders teach: Team Learning and Chapter 6 Learning Communities discuss Application 7	S.A.C. DUE: WK 9 & 10 "D's" Teach
	Application 8 – Good to Great Rev 2.pdf	DUE: 11/15