

Learning Organizations ALED 342 - 500 Spring 2008

Schedule: M/W 4:10 – 5:25pm
Location: Blocker 153

Instructor: Dr. Chris Townsend, leader@tamu.edu
128 Scoates Hall, 458-3705

Office Hours: Tuesdays, 1:30-3:30pm, Wednesdays 9:30-11:00, and by appt.

Text and materials: *Good to Great*, Jim Collins, HarperCollins Publisher, 2001
Good to Great and the Social Sectors, Jim Collins, Jim Collins Publisher, 2005
Ten Steps to a Learning Organization, Peter Kline, Bernard Saunders, Great River Books, 1998
*Course website: www.aged.tamu.edu/classes/342
1 packet of 3 x 5 index cards, Neo account, 3 large scan sheets

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 an assigned learning community
4. facilitate learning, demonstrate knowledge acquisition, and apply concepts to contextual settings

Application Assignments and Evaluation:

S.A.C. cards (5@ 10 pts each)	50 points (1/28, 2/11, 2/25, 3/17, 3/31)
Learning Community Teaching Day	50 points
Learning Community Teacher Evaluation (4@25)	100 points (2/11, 2/25, 3/17, 3/26, 4/21)
Learning Community Reflection	50 points (4/9)
Exam #1	250 points (2/27)
Exam #2	250 points (4/2)
Final Exam	300 points (5/5)
Application Accountability (4@50)	200 points (1/23, 3/5, 3/26, 4/21)
Total	1250 points

Course grades will be assigned according total points earned:

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

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 is allocated for students' synthesis of new concepts presented in the theory of leading 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 1/14	Introductions, creating a learning environment, review of syllabus, expectations, assignments, evaluation	
1/16	Introduction to "5 Disciplines" of Learning Organizations READ 10 STEPS: 1 & 2 DOWNLOAD (Class Web site): PERSONAL PROFILE LEARNING APPLICATION #1: ORGS. DON'T LEARN	DUE 1/23: 50 pts.
week 2 1/21	No class: Martin Luther King Holiday	
1/23	Continuation of "5 Disciplines" introductions Creation of class learning communities Learning communities complete/discuss PERSONAL PROFILES DUE: LEARNING APPLICATION #1: ORGS. DON'T LEARN	Assign groups
week 3 1/28	Managing change and organizational leadership 4:55 – 5:25pm: Learning Community "A" Leader Meeting READ 10 STEPS: 3 & 4	S.A.C. 1: WK 1 & 2 "A" Leaders meet (Personal Mastery)
1/30	Systems and archetypes Personal mastery: Values, tensions and vision blocks	
week 4 2/4	Personal mastery: Barriers to telling the truth READ 10 STEPS: 5 & 6 READ <i>Good to Great (G2G): chapters 1-2</i>	
2/6	Leader A teaches: Personal mastery (4:10-4:50pm) Personal mastery + G2G chpts 1-2 Townsend: Personal mastery plans (5:00-5:25pm) READ 10 STEPS: 7 & 8 DOWNLOAD (Class Web site): LEARNING APPLICATION #2: VISION IN ACTION	"A's Teach DUE 3/5: 50 pts.
week 5 2/11	DUE: LEADER A EVALUATION Shared vision: Review of vision definitions 4:55 – 5:25pm: Learning Community "B": Leader Meeting	S.A.C. 2: WK 3 & 4 "B" Leaders meet (Shared Vision)
2/13	Shared vision: Core values & success factors DOWNLOAD (Class Web site): <i>BUILT TO LAST</i> KEY POINTS READ <i>G2G: chapters 3-4</i>	

week 6

2/18 Shared vision guided discussion (*Built to Last* Key Points)

2/20 Leader B teaches: Shared Vision + G2G 3-4 (4:10-4:50pm) "B's" Teach
Townsend: *When the Boss Won't Budge* (4:50-5:25pm)

week 7

2/25 **DUE: LEADER B EVALUATION** S.A.C. 3: WK 5 & 6
Review for Exam #1

4:55 – 5:25pm:
Learning Community "C": Leader Meeting "C" Leaders meet
(Mental Models)

2/27 **EXAM #1 Scan Sheet 0-101607-TAMU**
Material covered includes: all readings, lectures, activities,
and hand-outs through Shared Vision

week 8

3/3 Mental Models
Practicing left/right hand columns
Balancing inquiry & advocacy

READ G2G: chapters 5-6

3/5 **DUE: APPLICATION 2**
Leader C teaches: Mental Models + G2G 5-6 (4:10-4:50pm)
Townsend: *Conversation palette* (4:50-5:25pm)

3/10-3/14 **SPRING BREAK**

week 9

3/17 **DUE: LEADER "C" EVALUATION** S.A.C. 4: WK 7 & 8
Conversation palette and ladder of inference

4:55 – 5:25pm:
Learning Community "D": Leader Meeting "D" Leaders meet
(Team Learning)

DOWNLOAD (Class Web site):
Application 3: Mental Models 2 Cases DUE 3/26

3/19 Conversation protocols
Changing mental models

READ G2G: chapters 7-8

week 10

3/24 **NO FORMAL CLASS**
DOWNLOAD (Class Web site):
TOYOTA TEAM. PDF

3/26 **DUE: LEADER "D" EVALUATION**
DUE: APPLICATION 3: MENTAL MODELS 2 CASES
Leader D teaches: Team Learning + G2G 7-8 (4:10-4:50pm) "D's" Teach
Townsend: time management, sense of teamwork (4:50-5:25pm)