

Sharif University of Technology
Graduate School of Management and Economics
Organizational Learning
44176
Second Semester 1396-97
Professor Ali N. Mashayekhi

General Information
 (Subject to change as necessary)

Optional Prerequisite	System Dynamics I								
Schedule	Class meets on Sundays and Tuesdays at 15:00-16:30								
Instructor	Ali N. Mashayekhi mashayekhi@sharif.edu								
Teaching assistant	Golnoosh Sharifan and Razieh Tavallae, Mina Mohammadi								
Email	MashayekhiOL942@gmail.com								
Course Objectives:	In this course students will become familiar with the theory and practice of organizational learning								
Course description	In this course we cover the following topics: Theoretical foundation of organizational learning, practice of organizational learning, measurement and evaluation of organizational learning								
Readings	Readings will be different papers and book chapters as indicated in the course schedule bellow. All students are expected to read the readings and be ready to discuss them in the class								
Homeworks	The class will be divided into different groups of 2 to 3 students to work on weekly homework. Each group should examine practical implications of one of the papers that will be discussed in each week and deliver their analysis at the beginning of the next week.								
Grading	<table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">Homework</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Class participation</td> <td style="text-align: right;">10%</td> </tr> <tr> <td>Project</td> <td style="text-align: right;">20%</td> </tr> <tr> <td>Final exam</td> <td style="text-align: right;">50%</td> </tr> </table>	Homework	20%	Class participation	10%	Project	20%	Final exam	50%
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Class participation	10%								
Project	20%								
Final exam	50%								

Class Schedule:

No.	Date	Area	Readings	Assignments
1	Sunday 96/11/15	Introduction	Course schedule	
2	Tuesday 96/11/17	Organizational Learning Theory	Argyris, C. (1977). Double loop learning in Organizations. Harvard Business Review.	
3	Sunday 96/11/22		HOLIDAY	
4	Tuesday 96/11/24		Shrivastava, P. (1983), "A typology of organizational learning systems" , Journal of Management Studies, Vol. 20 No. 1, pp. 7-28.	
5	Sunday 96/11/29		Daft RL, Weick KE. 1984. Toward a model of organizations as interpretation systems. Academy of Management Review 9(2): 284-295.	
6	Tuesday 96/12/1		HOLIDAY	
7	Sunday 96/12/6		Fiol, M. and Lyles, M.(1985), "Organizational Learning", Academy of Management Review, Vol.10 No 4, pp0803-13.	
8	Tuesday 96/12/8		Chapter 1, The Learning Revolution, Joseph E. Stiglitz and Bruce C. Greenwald, Creating a Learning Society, A New Approach to Growth, Development, and Social Progress, Columbia University Press, New York, 2015.	
9	Sunday 96/12/13		Shaker A. Zahra, Gerard George, (2002), Absorptive Capacity: A Review, Reconceptualization, and Extension, Academy of Management Review, Vol. 27 No. 2.	
10	Tuesday 96/12/15		Nonaka Ikujiro, 1994. A Dynamic Theory of Organizational Knowledge Creation, Organization Science Vol. 5, No. 1.	
11	Sunday 96/12/20		Ikujiro Nonaka and Ryoko Toyama, 2006, The theory of the knowledge-creating firm: subjectivity, objectivity and synthesis, Industrial and Corporate Change, Volume 14, Number 3, pp. 419–43	

12	Tuesday 96/12/22		Linsu Kim, 1998, Crisis Construction and Organizational Learning: Capability Building in Catching-up at Hyundai Motor, Organization Science, Vol. 9, 1998.	
13	Sunday 96/12/27		Crossan MM, Lane, White RE, Djurfeldt L. 1995. Organizational learning: dimensions for a theory. International Journal of Organizational Analysis 3(4): 337-360.	
14	Tuesday 97/1/15	OL: Personal mastery	Huber, G.P. (1991). Organizational learning: The contributing processes and the literatures. Organization Science.	
15	Sunday 97/1/19	OL: Personal mastery	Peter Senge * (1990) The Fifth Discipline, Chapters 1, 2, 3, 4, 5, 6, 7, and 8	
16	Tuesday 97/1/21	OL: Shared mental model	Peter Senge (1990) The Fifth Discipline, Chapter 9: Personal mastery, Senge et. al. *, (1994) The Fifth Discipline Field book, Section 3, Personal mastery	
17	Sunday 97/1/26	OL: Shared vision	Peter Senge (1990) The Fifth Discipline, Chapter 10: Mental Models. Senge et. al., (1994) The Fifth Discipline Field book, Section 4, Mental Models	
18	Tuesday 97/1/28	OL: Dialogue	Peter Senge (1990) The Fifth Discipline, Chapter 11: Shared Vision. Senge et. al., (1994) The Fifth Discipline Field book, Section 5, Shared Vision.	
19	Sunday 97/2/2		Peter Senge (1990) The Fifth Discipline, Chapter 12: Team Learning. Senge et. al., (1994) The Fifth Discipline Field book, Section 6, Team Learning.	
20	Tuesday 97/2/4		Isaacs WH. 1993. Dialogue, collective thinking, and organizational learning. Organizational Dynamics 22(2): 24-39.	
21	Sunday 97/2/9	Organizational Learning Theory	Kim, D.H. (1993), " The link between individual and organizational learning", Sloan Management Review, Fall, pp. 37-50.	
22	Tuesday 97/2/11		Walsh JP, Ungson GR. 1991. Organizational memory. Academy of Management Review 16:57-91.	
23	Sunday 97/2/16		Crossan MM, Lane HW, White RE. 1999. An organizational learning framework: from intuition to institution. Academy of Management Review 24(3): 522-537.	

			Easterry-Smith, Crossan Marry, Nicolini D. (2000), Organizational Learning: Debate Past, Present and Future, Journal of Management Studies 37:6 September 2000, pp 783-796.	
24	Tuesday 97/2/18		Bierly, P.E. Kessler, E.H. and Christensen, E.W. (2000), "Organizational Learning, Knowledge and wisdom" Journal of Organizational Change Management, Vol. 13 No. 6, pp. 595-618.	
25	Sunday 97/2/23		Chapter three A Learning Economy, , Joseph E. Stiglitz and Bruce C. Greanwald, Creating a Learning Society, A New Approach to Growth, Development, and Social Progress, Columbia University Press, New York, 2015.	
26	Tuesday 97/2/25		Chapter four Creating a Learning Firm and a Learning Environment, , Joseph E. Stiglitz and Bruce C. Greanwald, Creating a Learning Society, A New Approach to Growth, Development, and Social Progress, Columbia University Press, New York, 2015.	
27	Sunday 97/2/30		Garvin D.A. (1993) Building a learning organization. Harvard Business Review, July-August 1993, pp 78-91 Senge, P. (1990) The leader's new work: Building learning organizations. Sloan Management Review	
28	Tuesday 97/3/1	Measurement and assessment	David A. Garvin, Amy C. Edmondson, and Francesca Gino (2008), Is yours a Learning Organization? Harvard Business Review, March 2008, pp 109-116. Baiyin Yang, Karen E. Watkins, Victoria J. Marsick, The Construction of the Learning Organization: Dimensions, Measurement, and Validation. Human Resource Development Quarterly, Vol. 15, no. 1, Spring 2004.	

29	Sunday 97/3/6		Dima Jamali, Yusuf Sidani and Charbel Zouein, The learning organization: tracking progress in a developing country, The learning organization journal, Vol. 16 No. 2, 2009	
30	Tuesday 97/3/8			

- Senge Peter M., 1990, The Fifth Discipline, Century Press.
- Senge Peter M., Kleiner Art, Roberts Charlotte, Ross Richard B., Smith Bryan J., 1994, The Fifth Discipline Fieldbook, Nicholas Bareley Publishing, London.