



APPLIES TO ACADEMIC YEAR 2007/2008

## GRA 2426 Organizational Learning

### Program

Advanced Specialization Course (MSc), Master of Science in Business and Economics, Master of Science in Business and Economics (Organizational Psychology), Master of Science in Leadership and Organizational Psychology

### Responsible for the course

Cathrine Filstad

### Department

Leadership and Organizational Management

### Term

According to study plan

### ECTS Credits

6

### Language of instruction

English

### Objective

Learning is considered vital to any organization for survival, change and innovation. Many scholars and practitioners have joined in the debate around the many faceted relationship between learning, knowing, development and organizational processes. As a consequence, the concepts of learning in organizations/organizational learning and knowledge management have grown into a number of approaches and perspectives. The aim of this course will be to give students and understanding of, and raise questions on, the nature of learning and knowing, with organizational emphasis, and to provide different perspectives on how learning and knowledge concepts can be understood and practiced.

### Prerequisites

A bachelor degree in business, marketing or eq. qualifying for admission to the MSc Program

### Compulsory literature

#### Books:

Filstad, Cathrine and Gunnhild Blåka. 2007. Learning in organizations. Oslo : Cappelen

#### Articles:

A collection of scientific articles

### Recommended literature

#### Other:

Lave, Jean and Etienne Wenger. 1991. Situated learning : legitimate peripheral participation. Cambridge: Cambridge University Press

Rainbird, Helen, Alison Fuller and Anne Munro. 2004. Workplace learning in context. New York: Routledge

Wenger, Etienne. 1998. Communities of practice : learning, meaning, and identity. Cambridge: Cambridge University Press

### Course outline

A social and cultural approach to learning:

- Defining the concepts of organizational learning, workplace learning, situated learning and knowledge management
- Do we really understand tacit knowledge and how can we learn tacit knowledge?
- The nature of social identity in organizational learning
- The nature of knowledge and change in organizations
- Communities of practice in organizations and the importance of informal learning arenas

- How to learn organizations to learn (deutero learning)
- The possibility of knowledge sharing in organizations and the importance of colleagues as role models
- Newcomers learning processes
- Emotionalizing organizational learning
- Learning in networks

**Computer-based tools**

Power-point presentations, Blackboard

**Course structure**

36 hours. The course is structured as a combination of lectures, discussions, in-class activities, and compulsory student presentations. It requires a substantial amount of preparation by the students and active involvement during class.

In this course class attendance is mandatory. Unexcused absence can result in a lower score. Specific Information regarding student evaluation will be provided in class.

**Evaluation**

20% - Class contribution (graded individually)

30% - Student presentations (one or two students) of cases or course literature

50% - Term paper written by up to 2 students

**Evaluation code(s)**

GRA 24261 accounts for 100% of the final grade in the course GRA 2426.

**Aids at the examination**

All aids allowed.

Support materials at written examinations are explained under exam information in our web-based student handbook. Please note use of calculator. <http://www.bi.no/studenthandbook>.

**Makeup exam**

Re-takes are only possible at the next time a course will be held. When course evaluation consists of class participation or process elements, the whole course must be re-evaluated when a student wants to retake an exam. Retake examinations entail an extra examination fee.

**Honor Code**

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.