



Department of Management Studies

INDIAN INSTITUTE OF TECHNOLOGY - DELHI

AGORA STUDIO of LEARNING CHAMPS

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Definition of a Learning Organization

The Learning Company is a vision of what might be possible. It is not brought about simply by training individuals; it can only happen as a result of learning at the whole organization level. A Learning Company is an organization that facilitates the learning of all its members and continuously transforms itself. (Pedler *et. al.* 1991: 1)

Learning organizations [are] organizations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together. (Senge 1990: 3)

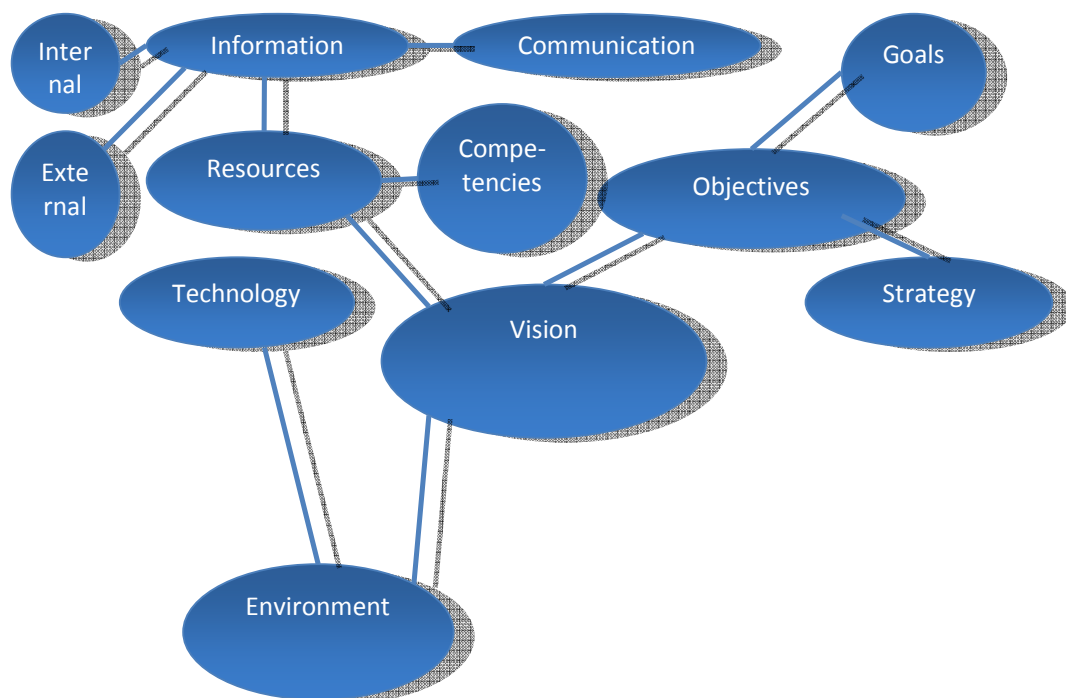
Learning organizations are characterized by total employee involvement in a process of collaboratively conducted, collectively accountable change directed towards shared values or principles. (Watkins and Marsick 1992: 118)

Introduction

Our studio consists of a group of students from the Department of Management Studies (DMS) at IIT Delhi. DMS is a premier business school in India, figuring among the top 10 B-schools in most rankings across India.

It aims at developing the mindset to tackle corporate and business issues by using effective learning and management processes.

Mind Map of a Learning Organization



Structure of the Learning Organization

The learning organization has a definite structure. We have tried to put it forward by focussing on the following from the point of view of our studio:

- Vision
- Objectives & Goals
- Strategy statement
- Competencies
- Resources
- Environment
- Communication
- Information
- Management
- Technology

Vision

"To contribute to the Indian and to the world economy, through excellence in management research and teaching, and to emerge as a prime knowledge resource for the growth of the economy."

Objectives and Goals

- To be the top B-school in India by 2012.
- Become the leading academic organization providing consultation partnerships to corporate in India and abroad
- Knowledge resource and partner for industry and society.
- Linkages with top foreign universities.

Strategy Statement

- Advantage: Distinct Competitive advantage over other B-schools
- Means: Increased industrial interaction through live projects, guest lectures, workshops
- Scope: To focus on research

Competencies

- Individual, Group, Institutional
 - Excellent pedagogy with previous industry experience in leadership positions
 - Established IIT brand
- Key, Social, professional
 - Strong industry linkages

Resources

- Human
 - Faculty
 - Students/Scholars
 - Assistants/support staff
- Infrastructure
 - Technology
- Partners (Industry)

Environment

- Internal
 - Culture
 - Institute structure
 - Committees

- Student-teacher
- External
 - Market scenario
 - Customer
 - Alumni

Communication

- Internal
 - E-mail
 - Intranet
 - SMS
 - Face-to-face, class, inter and intra-committee, faculty, senate meetings
- External
 - Portal
 - Media
 - Events
 - Fests
 - Brochures
 - Industry meetings face-to-face

Information

- Internal/External
 - Databases
 - Libraries/Bibliography
 - Journals, research papers
 - Assignments/Term papers
 - Project reports

Management

- Result-oriented management
- Empowerment and accountability
- Performance driven

Technology

- Web-based
- Voice based
- Audio-video presentations
- Web-conferencing and VoIP
- Blogs, wikis, groups
- And more....

Customer

- Industry
- Students
- Other universities

Conclusion

Our studio has suggested the above mentioned structure and key focus issues for the management that will enable DMS to develop into one of the leading and most effective learning organizations.