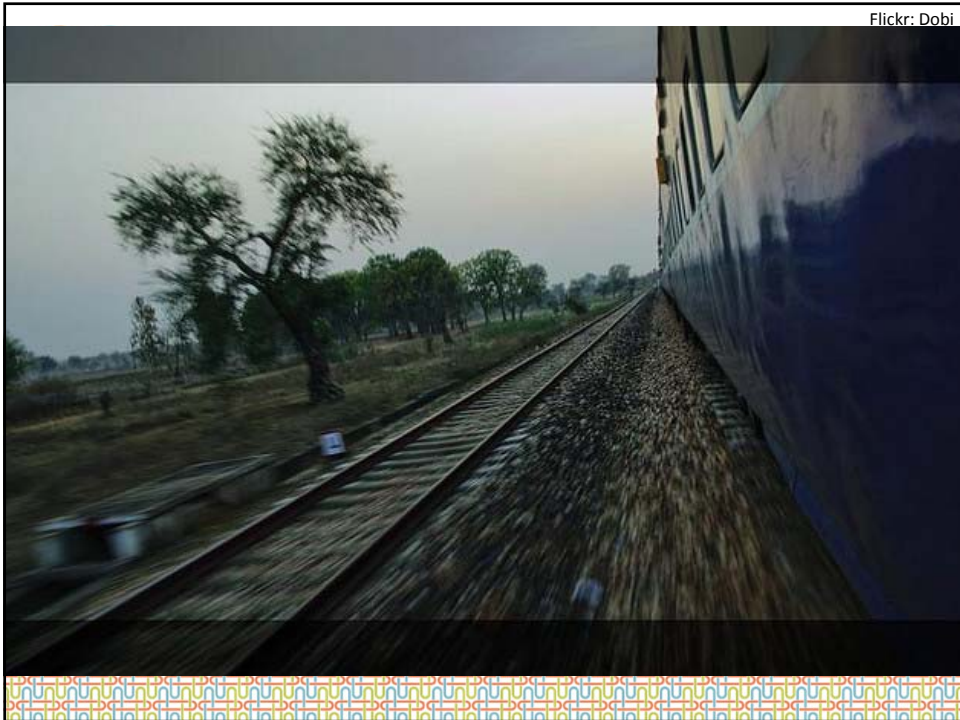




# Capitalizing on Technology to Enhance Professional Management Education

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## Typical Understanding of Technology Use in Teaching


	% of Content online	Activities
Traditional Face-to-Face Classroom	0%	Lecture Small group discussion Quizzes, Tests, Papers
Online	100%	On-line Lectures Discussion boards Online submission and assessment of assignment



## Actual Application of Technology in Teaching


	% of Content online	Activities
Traditional Face-to-Face	0 %	Lecture Small group discussion Quizzes, Tests, Papers
Web Facilitated	1 – 29 %	Uses learning management systems Multimedia learning materials
Blended / Hybrid	30 – 79 %	Some face-to-face meetings for deepening social learning "Flipped" classrooms with lectures online
Online	80 %	Various technologies: Online lectures, collaborative writing Online submission and assessment of assignment





## Technology Supports a Range of Teaching Functions

<b>Delivering Content</b>	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Videos, cases, simulations (reusable learning materials)</li> </ul>
<b>Creating Community</b>	<ul style="list-style-type: none"> <li>• Discussion forums</li> <li>• Collaborative Writing</li> </ul>
<b>Supporting project-based learning</b>	<ul style="list-style-type: none"> <li>• Project management</li> <li>• Creating &amp; sharing multimedia assignments</li> </ul>
<b>Streamlining Assessment</b>	<ul style="list-style-type: none"> <li>• Submission written assignments</li> <li>• Standardize quizzes</li> <li>• Calculation grades</li> </ul>




## Management Education

Knowledge & Skill Development

Strength & Limits of Traditional Case Study Pedagogy

Application of Science of Teaching & Learning

Scalable Ways for Improving Management Education



Flickr: World Economic Forum



## Management Education

1. Application of Management Science through Techniques
2. Analysis of Management Problems through Context Analysis



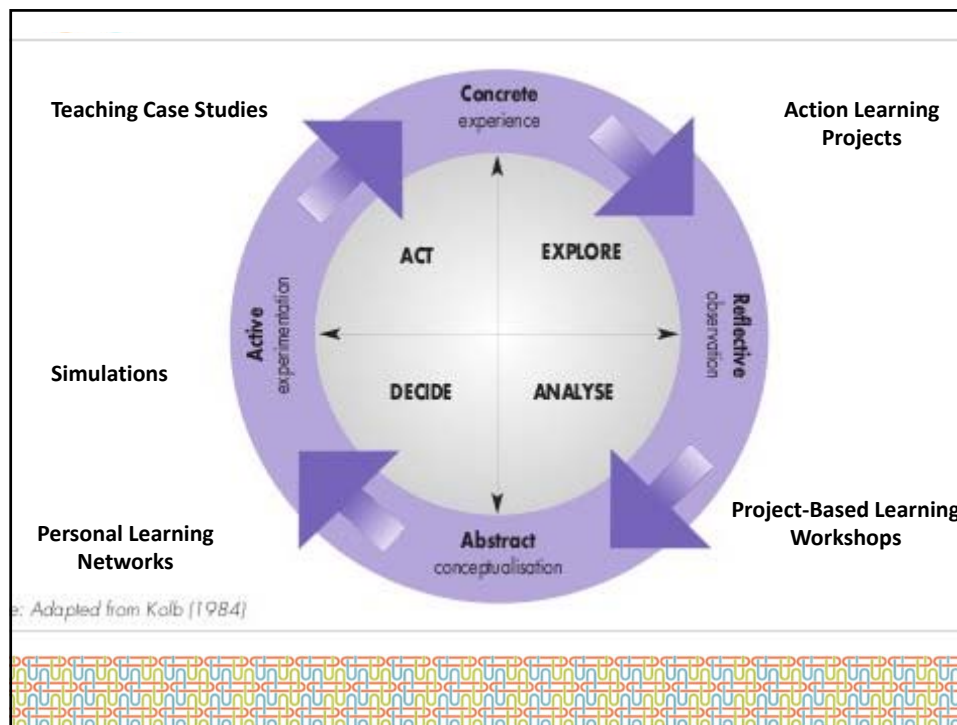
Flickr: World Economic Forum



## Analysis of Management Practice

- Distinct Epistemology
  - Practical
  - Situated Knowing & Acting
  - “feeling for phenomenon & what is appropriate in that setting” (Schon 1983)
  - Tacit, implicit
- Pattern recognition
  - Problems resembling others
  - Learning from exemplars





## Teaching Case Studies

- Enables active learning and problem solving
- Poses problem for which no obvious right answer
- Uses case information to address problems
- Supplemental assignments: memos, technical reports, etc.
- Interactive, facilitative classroom discussion





# Teaching Case Studies

## Strengths

- Appealing to students
- Contextual analysis
- Focus on problem solving through creative and critical thinking
- Low-cost failure
- “Reusable” learning materials

## Limitations

- Few empirical studies about impact on learning outcomes
- Causal mechanisms are unclear



## M5: Humanistic Management



Personal growth and upward mobility



In this video, Mr Leung and Ms Chan talk about their transformative experience at L Plus H. When Mr Leung was laid off at the age of 29, his lack of a degree meant finding work was difficult, and he experienced downward instead of upward mobility. But when he joined L Plus H in 2010, the company valued his work attitude much more than his qualifications, and after just half a year, he was put in charge of a small team and machines worth several million dollars. Though his self-doubts increased as he climbed up the corporate ladder, he took up the positions with the management's encouragement. Ms Chan, too, discovered L Plus H by chance, and with a keen learning attitude, rose through the ranks. Watch the video to find out what Mr Leung and Ms Chan have learnt at L Plus H, and what values and practice of humanistic management





## Love plus Hope



## Love plus Hope






# Love plus Hope



# Love plus Hope










**HUBERT PROJECT** Learning that Transforms Public Affairs

## Technology Enhancements to Teaching Cases






**HUBERT PROJECT** Learning that Transforms Public Affairs

## Technology Enhancements to Teaching Cases

**Science of Teaching & Learning**

- Prior Experience
  - Tacit & Explicit knowledge
- Neural plasticity
  - Brain structure created by repeated interactions*







**HUBERT PROJECT**  
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## Technology Enhancements to Teaching Cases

**Science of Teaching & Learning**

- Social foundation of learning
  - Emotional
  - Body language
  - Identification



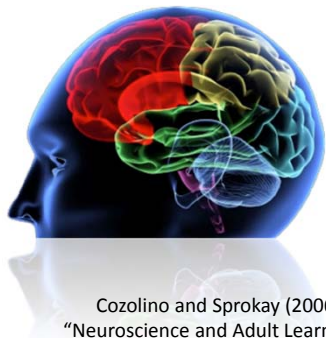


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## Technology Enhancements to Teaching Cases

**Science of Teaching & Learning**

“[N]arrative serves to integrate the functioning of individuals within groups by teaching specific skills and general values, and creating common blueprints and shared understandings....The convergence of these diverse functions within the narrative provides a nexus of neural network integration among left and right; top and bottom; and the sensory, somatic, motor, affective and cognitive processes in all parts of the brain.”



Cozolino and Sprokay (2006:16)  
“Neuroscience and Adult Learning”



## Technology Enhancements to Teaching Cases




**Science of Teaching & Learning**

Hypotheses:

- Trigger social process
- Stimulate experience
- Face validity of account
- Redundant information

Result:

- Leverage neural plasticity to change brain structure



## Scientific Foundation for New Teaching Case Deployment

**Built in Multimedia Environment**

- Balancing Cognitive load
- Scaffolding content
- Visualizing learning objectives

**Implemented in Interactive Classroom**

- Social learning
- Practice-based problem solving
- Meta-cognition



## Scholarly Teaching Practice

“The ability to learn is vastly more ancient and automatic than the ability to teach. All animals learn, very few teach”

- Unknown



## Scholarly Teaching Practice

- Creating Relevant Content
- Facilitating Active Learning Experiences





## Creating the Content: Open Educational Resources

Freely accessible, openly formatted and licensed media used for teaching, learning, assessment and research



## Facilitating Active Learning: Technologies of Participation





Thank you!

**QUESTIONS?**

