Dynamic Learning Networks
Models and Cases in Action

Edited by

Aldo Romano
Giustina Secundo
University of Salento
Lecce, Italy

Springer
Contents

Acknowledgements ................................................................. v

Contents .................................................................................. vii

Preface ..................................................................................... xi

List of contributing authors ...................................................... xiii

Notes on Editors ......................................................................... xvii

Notes on contributing authors ................................................... xix

Introduction ................................................................................ 1
  by Aldo Romano, Giustina Secundo
  An integrated perspective on Dynamic Learning Networks .......... 1
    What is Learning? ................................................................. 2
    What is Network and Learning in network? .............................. 4
    Why Dynamic? ...................................................................... 5
  Defining Dynamic Learning Networks ........................................ 6
  Dynamic Learning Networks design variables and typology .......... 7
  Structure and contents of the book ............................................ 9
  Key features and guiding principles ........................................... 16
  References ............................................................................... 20

Chapter 1. Networks for manage change in international commercial
  organisations ........................................................................... 23
  by Tom Osorio
  Introduction ............................................................................... 23
  Major change and extreme events ............................................. 24
  Organisational Complexity or Complication .............................. 25
    Research challenges in the hydrocarbon exploration industry: Shell
      case study ........................................................................... 27
Contents ix

The shift toward solutions: origins, drivers and recent evolution...... 76
Refocusing the business and reorganizing for customer-centricity .... 78
Capability building and organizational learning.......................... 79
Learning dynamics within the solutions business model .............. 80
The configuration of the necessary capabilities.......................... 80
The dynamics of the learning process ...................................... 82
The integrator perspective ...................................................... 83
The supplier-customer interface: emphasis on the front-end .......... 84
Learning for repetition ......................................................... 85
The customer perspective: feeding the learning process ............... 86
Future trends ........................................................................... 88
Getting ready for environmental changes: network proactivity ..... 88
Toward complete integration .................................................... 90
Conclusions ............................................................................. 90
References ................................................................................ 92

Chapter 5. Towards “Stakeholder University” as dynamic learning
network: the Finmeccanica case.................................................. 95
by Roberto Maglione, Giuseppina Passiante
Challenging the new Competitive Landscape: the emerging Networked
Learning Organizations .............................................................. 95
The central role of Human Capital in Networked Learning
Organizations ............................................................................. 99
The emerging pedagogical approaches for creating Human Capital .. 101
Towards the Stakeholder Universities for creating suitable Human
Capital ...................................................................................... 104
Creating human capital in Finmeccanica Group: towards the
Stakeholder University .............................................................. 107
  The start-up: the Finmeccanica Virtual Corporate University...... 108
  Towards the Finmeccanica Stakeholder University: open issues... 112
Conclusions ............................................................................. 118
References ................................................................................ 118

Chapter 6. Expanding the Value of Corporate Universities: The
Stakeholder Approach................................................................. 121
by Mark Allen
Introduction ................................................................................. 121
The history and evolution of corporate universities .................... 122
Corporate University Functions .................................................. 124
Traditional University Functions ............................................... 128
Stakeholders of Traditional Universities ...................................... 128
Stakeholders of Corporate Universities ........................................ 129