

The Master's Program in  
**Learning and Organizational Change**



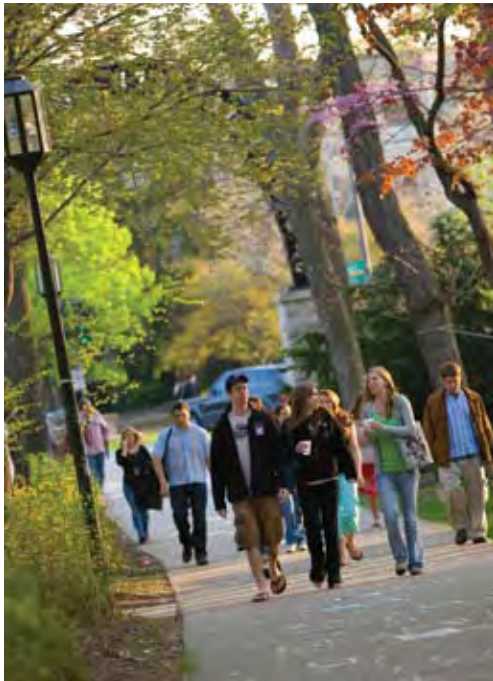
NORTHWESTERN  
**MSLOC**  
MASTER'S PROGRAM

---

**LEARN** DIFFERENTLY **THINK** DIFFERENTLY **CONSULT** DIFFERENTLY **LEAD** DIFFERENTLY



# NORTHWESTERN UNIVERSITY



## Our Purpose

The Master of Science in Learning and Organizational Change (MSLOC) program is designed to strengthen the ability of experienced working professionals to use innovative people management and learning practices to lead strategic, transformational change.

MSLOC's distinctive mission is rooted in our academic home in Northwestern University's School of Education and Social Policy. Supporting the School's interdisciplinary mission — to understand and improve human learning and development throughout the life span and in multiple contexts — the MSLOC program provides a lens on learning and change that can be applied to a variety of organizations and businesses.

The benefit to you, as an advanced learner, is a unique opportunity to develop a set of innovative professional and leadership capabilities that will help you excel in complex environments. The MSLOC program accomplishes this by focusing on helping you understand learning, performance, knowledge management and strategic change across individual, team and organizational levels. Through this approach, our goal is to develop leaders who have the vision and capability to facilitate sustainable, positive organizational performance and improve the lives of individuals, communities and global society.



LEARN DIFFERENTLY THINK DIFFERENTLY CONSULT DIFFERENTLY LEAD DIFFERENTLY

[www.northwestern.edu/msloc](http://www.northwestern.edu/msloc)



*“I came into the program with some experience and an interest in the topics of leadership and organizational change. I came out of the program with a new set of skills—I can now examine organizational situations in a way that sets me apart from others and enables me to take on leadership challenges intelligently and with poise.”*

—Terrence Roche



## MSLOC Program Distinctions

The MSLOC curriculum integrates theory and practice across three core areas of study: learning and performance, knowledge management and strategic change. Our point of view is that these three areas of expertise are central to a leader's ability to create positive organizational change. In addition to this distinctive curriculum focus, the MSLOC experience is built upon several innovative components:

- **A community created through collaboration and learning-by-doing.**

Throughout the MSLOC program we focus on establishing a strong sense of community through activities such as a cohort-based Action Learning project and student-developed conferences, as well as social events that regularly showcase exemplary student work. Collaborative, learning-by-doing efforts are a foundation of the program.

- **Innovation in the classroom.** Our classes are facilitated to provide a learning environment rich in discussion, sharing and collaboration among students and faculty. We continuously integrate new learning technologies, student projects and learning approaches to exemplify an innovative learning environment.

- **Customized study and Capstone research.** Individually tailored plans of study will help guide you to select learning experiences that will build your expertise in areas important to your career. You may achieve this expertise through elective choices as well as opportunities for study or research specialization through Practicum and Capstone projects. You may craft a Practicum project to apply selected concepts and theory from your studies to a challenge facing one of our organizational partners. As your culminating work product of the MSLOC program experience, the multi-quarter Capstone study can be designed to further develop your expertise in a topic area that inspires you.

- **Multiple program schedule options – stable academic foundation.** The diversity of student backgrounds and experiences is consistently mentioned as one of our program's notable distinctions. This is possible, in part, because the MSLOC program offers full-time, part-time and non-degree options designed to draw from a broad base of experienced professionals who share the same interest in learning and change but who may differ in their work/life schedules. By design, each MSLOC course benefits from a broad mix of students.

*“I valued MSLOC's focus on self-assessment and learning about how to best leverage my strengths. I learned not only how to become a more effective professional, but how to be a more socially responsible person as well.”*

—Tara Buckland





## Director's Message

Of all the various work experiences I've had in my life, the ones I've found most meaningful are those where I knew the results would have a lasting, positive impact on the organization. The best experiences all had one thing in common: Their goal was to transform the organization — and success had more to do with effectively engaging people throughout the change process than the content of the initiative. And where I have seen well-designed programs fail, a common thread was the lack of attention given to the complex process of change.

Transforming an organization is complex, and easy to mismanage. Too many hard-working employees and shell-shocked managers have firsthand knowledge of that fact. That's why Northwestern University has a graduate program dedicated to learning and organizational change.

I'm passionate about helping organizations survive — and even thrive — through change. I see this same excitement in the people who become affiliated with the MSLOC program and Center for Learning and Organizational Change. What many of our students realize is that there is much to be learned from continuing their education, diving into relevant theories, concepts and models, and taking



advantage of the innovative thought and practical knowledge that our faculty and their classmates share throughout our program.

Our students are pursuing graduate-level education for a variety of reasons: to sharpen their skills, to extend their professional networks and to advance or change their careers. The MSLOC program offers a small yet well-connected community of experienced practitioners, many of them managers and consultants, who concentrate their work in the areas of learning, knowledge and change in organizations — whether they are corporations, small businesses, not-for-profit organizations or schools. Our students appreciate the flexibility we offer, allowing them to focus their studies in areas most meaningful to them while they collaborate with others who share their passion for learning and organizational change.

If this sounds like you, please visit our web site and read some of the work that our students have generated, or join us for an information session to get to know us better. Meanwhile, best of luck pursuing the transformation you wish to see in your world.

**Kimberly Scott**



## Program Description

The MSLOC program is built upon three core areas of study and two applied practice and research projects.

## Core Areas of Study

### Learning and Performance

By understanding how adults learn in complex social situations, you will learn how to design organizational strategies and work environments to foster learning and growth. Concepts, theories and methods from the fields of cognition, psychology, sociology, organizational behavior and education form the foundation for the study of learning systems that extend far beyond the classroom. This includes understanding emerging practices such as action learning, communities-of-practice, mentoring and social networks.

#### Core Courses

---

MSLOC Foundations

---

Accelerating Learning & Performance

---

Advancing Learning & Performance Solutions

### Knowledge and Organizations

Examining how knowledge is created and shared among individuals, within teams and in organizations will provide you with insights into how organizations can better leverage their collective expertise. You will learn how to design strategies for capturing and sharing knowledge and to assess the potential value contribution of emerging technologies.

#### Core Courses

---

Designing Strategies for Knowledge Work

---

Making Knowledge Work

### Strategic Change

Successful transformation requires knowledge of how individuals and groups respond to change and learn from change. You will study how organizations and communities design and sustain effective change and, in particular, the role knowledge plays in recognizing the need for change at organizational, group and individual levels. Our curriculum covers the stages of change assessment, intervention and evaluation, so you can more successfully lead and sustain strategic changes in many different contexts.

#### Core Courses

---

Executing Strategic Change

---

Designing Sustainable Strategic Change

## Applied Projects and Research

### Practicum Project

The MSLOC Practicum is a project experience that lasts approximately 10 weeks. It is an opportunity for you to work independently or in a team in a collaborative consulting arrangement with a Center for Learning and Organizational Change business or not-for-profit partner. Each project is designed to address strategic organizational issues by applying theory and practices learned throughout your MSLOC coursework. While you work toward delivering an outcome for your “client,” you will practice reflection to connect your experiences to your learning objectives.

### Capstone Research

The MSLOC Capstone Project provides an opportunity for our master’s degree candidates to focus more deeply on a topic of interest while honing research skills that are important to succeed in a variety of professional roles. Through a rigorous research process guided by an assigned faculty advisor, you will produce a research paper and article that can serve as a platform for you to showcase your thought leadership and expertise.

## MSLOC Elective Options

MSLOC elective choices depend on your plan of study, schedule and course availability. You can draw from elective course options offered by the MSLOC program, by other programs within the School of Education and Social Policy, and from some of Northwestern University’s most prestigious schools.

Electives offered by MSLOC include courses focusing on such topics as transformational consulting, cognitive design and social network analysis. Our elective options continually evolve to meet new demands for study within our field.

In addition to MSLOC program electives, part-time and full-time master’s degree students who live within the Chicago area have the option to take approved electives from other graduate programs across Northwestern University. These include:

- The School of Education and Social Policy (Master’s in Education, Master’s in Learning Sciences)
- The Kellogg School of Management (MBA)
- Medill School of Journalism (Integrated Marketing Communications)
- McCormick School of Engineering (Master’s of Engineering Management)
- School of Continuing Studies

Visit [www.northwestern.edu/msloc](http://www.northwestern.edu/msloc) for a complete list of elective options and requirements.



## Our Students and Graduates

One of the MSLOC program's notable strengths is the diversity of our students' organizational and personal experiences. Students come from a variety of industries and from for-profit, not-for-profit, education and social enterprise backgrounds. We attract professionals with a depth of business or organizational acumen (average 10 years of work experience) who possess a strong intellect, perform well in teams, enjoy contributing to a learning community and who are accustomed to project-based work.

Graduates have chosen to use the MSLOC program to become more valuable contributors to their current organizations – as managers, internal consultants, executives and entrepreneurs – or, they have chosen to move into new career positions or to develop their own consulting practices.

Corporate roles that MSLOC alumni are filling in Fortune 500 and other leading companies range from Organizational Effectiveness Consultant to Organizational Development Manager and Vice President of Human Resources. Our alumni also can be found in such unique leadership positions as Partner in a design firm and Vice President of Construction Services for a commercial real-estate development group.

Graduates who came into the program with an interest in consulting are now holding global consulting firm positions such as: Consultant/Senior Consultant in Change Management; Strategy and Change Practice Manager; and, Human Capital Practice Manager.

Alumni also are working as leaders and consultants to improve higher education institutions and public school systems in such roles as: Assistant Director, Career Management Center; Senior Associate Director of Admissions; and, Team Leader, High School Transformation Project.

Graduates at not-for-profit organizations are leading positive change through roles such as: Director of Education for an organization helping other global not-for-profits improve organizational capacity; Knowledge Manager for the largest youth and family services organization in the United States; and, as Chief Learning Officer for an extensive healthcare system. Our entrepreneurial students and graduates are fulfilling their career goals by designing and leading organizations in fields such as health services, sustainable consumer products, and leadership development consulting.

## Our Faculty and Learning Community

MSLOC faculty and advisors bring a combination of academic credentials and industry expertise gained through years of professional experience. They have made significant contributions to their respective fields as leaders, consultants and researchers.

Our faculty is one part of an extended learning community that includes organizational partners, alumni, current students and supporters. The Center for Learning and Organizational Change at Northwestern University is the focal point for this community and a resource for organizational leaders who are interested in creating value by applying relevant theories and practices of performance-driven learning, knowledge management and strategic change.

## Types of Study

### Master's Degree

Master's degree candidates may attend either part-time or full-time. Students who attend part-time and take two courses per quarter can complete the program in two years. A full-time student taking three courses per quarter can complete the degree in one year and four months.

### Certificate

MSLOC's certificate programs are offered to meet the experienced leader's need to build specialized expertise without investing in an entire master's degree program. You will complete up to five MSLOC core courses to earn your certificate.