



Problem-Based Learning (PBL) in the Doctoral Classroom

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Abstract

Using a student-centric, problem-based learning model (PBL), doctoral students in an organizational development course were challenged with an authentic and vexing problem:

Amid the challenges faced by U.S. higher education and liberal arts colleges, how can faith-based academic institutions of higher learning build long-term, sustainable futures while remaining true to their missions, visions, and values?

Bridging the gap between academia and industry, students adopted self-directed and team-based learning to address complexities plaguing today's faith-based higher-education institutions. Instructional scaffolding provided student researcher-consultants the opportunity to investigate real-world issues, determine knowledge deficiencies, explore and design intervention strategies, develop change management plans, assess and reflect. Coincidentally, integration of the PBL model imparted a holistic educational framework that encouraged experimentation, innovation, and the testing of mental models for both students and faculty, while fostering a community of practice through a Virtuous Business Model[®] (VBM) lens. The student consulting initiative culminated in applicative organizational development solutions germane to organizations and faith-based universities.

Scaffolded Learning

OD Professional Pre-Consulting Work	OD Phase 1 Entering & Contracting	OD Phase 2 Diagnosing	OD Phase 3 Strategizing & Implementing	OD Phase 4 Evaluating & Reinforcing																				
<p>Creation of a Concept Map²</p> <p><i>Purpose</i> To conceptualize the concept of OD.</p>	<p>Memo of Understanding</p> <p><i>Purpose</i> To enter into contract with the client and detail the mutual understanding of the problem and planned OD initiative.</p> <p>Need-to-Know Worksheet</p> <p><i>Purpose</i> To determine the facts, assumptions, questions, hunches, ideas, and hypotheses to better plan for and conduct the OD diagnosis.</p> <p>At-A-Glance Reports¹</p> <p><i>Purpose</i> To conduct preliminary environmental analysis and industry analysis.</p>	<p>Multiframe Thinking⁵</p> <p><i>Purpose</i> To be open to seeing things from different and multiple perspectives.</p> <table border="1"> <tr> <th>Structural</th> <th>Organization</th> <th>Group</th> <th>Individual</th> </tr> <tr> <td>Innovative Organizational Culture Core Values Integrity Everyone is Treated Equal Economic Stability & Growth Transparency</td> <td>Resistance to Change Accountable Perseverance Satisfied Think Outside the Box Supportive Cooperative</td> <td>Rewarding Participation Social Cohability Acceptance</td> <td>Lack of Clarity Performance and Success Spiritual Growth Wellbeing Self Leadership Accountability Opportunities</td> </tr> <tr> <th>Human Resource</th> <td>Integrity Authority Compassion and Empathy Organizational Learning Ethical Relational</td> <td>Sincerity Rewarding Gain Trust to Promote Participation Conflict Management Collaboration</td> <td>Psychological Safety Community Impact Sincerity Vulnerability Facing of Achievement Passion</td> </tr> <tr> <th>Political</th> <td>Negotiation Accommodation Communication Diversity and Inclusion</td> <td>Diverse Thinking Informed Decision Making Conflict Management Collaboration</td> <td>Network of Influence Inclusion Reputation</td> </tr> <tr> <th>Symbolic</th> <td>Social Capital Principled Behaviors Core Values Stewardship Faith</td> <td>Team Identity Purpose Relational Building Networks Discipline</td> <td>Shared Experiences Achievements Relationship Building Spiritual Growth Stewardship</td> </tr> </table> <p>Comprehensive Organization Diagnostic Model⁴</p> <p><i>Purpose</i> To comprehensively diagnose the organization externally and internally, while recognizing the symbiotic relationships.</p>	Structural	Organization	Group	Individual	Innovative Organizational Culture Core Values Integrity Everyone is Treated Equal Economic Stability & Growth Transparency	Resistance to Change Accountable Perseverance Satisfied Think Outside the Box Supportive Cooperative	Rewarding Participation Social Cohability Acceptance	Lack of Clarity Performance and Success Spiritual Growth Wellbeing Self Leadership Accountability Opportunities	Human Resource	Integrity Authority Compassion and Empathy Organizational Learning Ethical Relational	Sincerity Rewarding Gain Trust to Promote Participation Conflict Management Collaboration	Psychological Safety Community Impact Sincerity Vulnerability Facing of Achievement Passion	Political	Negotiation Accommodation Communication Diversity and Inclusion	Diverse Thinking Informed Decision Making Conflict Management Collaboration	Network of Influence Inclusion Reputation	Symbolic	Social Capital Principled Behaviors Core Values Stewardship Faith	Team Identity Purpose Relational Building Networks Discipline	Shared Experiences Achievements Relationship Building Spiritual Growth Stewardship	<p>Consulting Report: Strategizing⁵</p> <p><i>Purpose</i> To report on the diagnosis, strategic interventions, planned implementation, means for evaluation, and reinforcement strategies.</p> <p>Implementing¹</p> <p><i>Purpose</i> To implement the planned change using agreed-upon intervention strategies.</p>	<p>Flowcharting¹</p> <p><i>Purpose</i> To provide an audit trail and obtain efficiencies in future OD consulting.</p> <p>Interactive Dashboard⁵</p> <p><i>Purpose</i> To provide leadership with the tool to track and analyze key KPIs and metrics.</p>
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Team-Based Problem-Based Learning

DEVOLVE PROBLEM-BASED LEARNING

FORMULIZE & ANALYZE PROBLEM

SELF-DIRECTED LEARNING

ASSESS & REFLECT

DEVELOP A CHANGE MANAGEMENT PLAN TO IMPLEMENT SOLUTION

EVALUATION

EXPLORE POTENTIAL SOLUTIONS

DEVELOP A CHANGE MANAGEMENT PLAN TO IMPLEMENT SOLUTION

DETERMINE KNOWLEDGE DEFICIENCIES

IDENTIFY & INVESTIGATE PROBLEM

Virtuous Business Model³

Virtuous Business Model

The virtuous leader interacts with the world through the personal, spiritual, and professional lenses. The personal domain is most visible in the eyes of God. Therefore, a virtuous leader should be respectful, relational, and ethical in all interactions. The professional domain is most visible in the eyes of the community. Therefore, a virtuous leader should be ethical, relational, and professional in all interactions. The spiritual domain is most visible in the eyes of God. Therefore, a virtuous leader should be ethical, relational, and professional in all interactions.

The virtuous leader is a Christ-centered leader who is committed to the well-being of the community. The virtuous leader is a Christ-centered leader who is committed to the well-being of the community. The virtuous leader is a Christ-centered leader who is committed to the well-being of the community.

Student Recommendations

- Alumni
- Student Enrollment
- Tuition Discounts
- Bridge Initiative
- Worldwide Market Expansion
- Technology & Data Procurement

References

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