Chapter 6

Illustrations and Examples of Hybrid Business Schools

1. INTRODUCTION

Since we have explained the building blocks and the concept of the Hybrid Business School, it would be beneficial to discuss some concrete examples. We have chosen the term Hybrid, because the Hybrid Business School blends the corporation's knowledge management approach with strategy, performance, individual development, business, management, and organizational processes, and it also merges a virtual (on-line) delivery with face-to-face workshops. The need for the latter not only stems from experiences with virtual delivery, but is also a direct consequence of the learning and the educational competency-based approach we have advocated in this book.

The content of the workshops, being driven by roles, activities, and devising answers, as well as the teaching method is very different from what we know today in most classroom situations. Moreover, in the appropriate learning-to-learn culture, the Hybrid Business School will create an upward spiral of organizational learning for the corporation in which a Hybrid Business School project is developed.
It is clear that one doesn't need the complete Hybrid Business School platform or approach in order to make a particular learning project successful. It depends on whether you are organizing a degree program offered to an open market, a company-specific degree program, or a corporate management development initiative that is part of a broader training and development or HRD strategy. For companies aiming to move rapidly into the knowledge era, however, the infrastructure described in the previous chapter may prove to be an important basic condition, a necessary but not yet sufficient condition.

In the next paragraphs we will give an example of a corporate learning project as well as an illustration of two degree programs. Our concept is not built by just hitting one home run. It is constructed with a particular philosophy in mind, consistently hitting singles, doubles, triples, and home runs before, during, and after the start.

2. A CORPORATE HYBRID LEARNING PROJECT

One example can be drawn from a European-American telecommunication network services firm, offering pan-European and trans-border customized network solutions for voice, data, video, graphics service levels, and bandwidths. First, the firm experienced a very steep and fast