

# UOC eLC International Seminar

## e-Learning Around the World: Achievements, Challenges, and Broken Promises

### *Some issues in e-learning, education, and educational management*

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## Aim of the Seminar

“The future challenges for the use of **e-learning** in **different contexts** will be discussed - both the technological and, above all, the **educational challenges**”



- Digital generation
- Is this boy an e-learner?



**Are they e-learning?**



**Is she e-learning?**

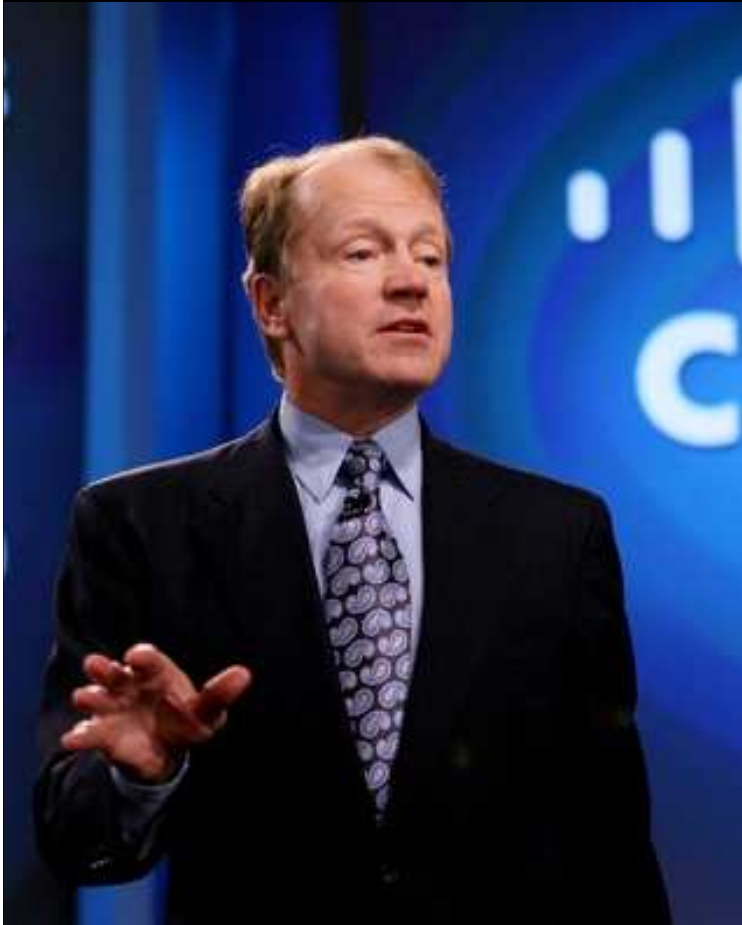
# Aim of the Seminar

“The future challenges for the use of e-learning in different contexts will be discussed - both the technological and, above all, the educational challenges”

What about management challenges?

# The distinct worlds of eL

- Business
- Open & distance learning universities
- “Traditional” universities
- Schools



“E-learning is the next major killer application”

Comdex, Las Vegas, 2001

John Chambers



# e-learning in companies

- Deliver just-in-time knowledge and training at the desktop
- Facilitate adaptation to changing environments while updating workforce skills
- Avoid interferences with working time
- Reduce training costs

**TOP-down in industry**

# The industry of e-learning

- Contents
- Software - platforms - VLE - LMS
- Economic model (users, costs)
- Rights management
- Privacy & security issues
- Delivery & user support

**"e-learning" in schools**

## Young learners (schooling)

- Have limited capabilities of independent study and of setting long-term goals
- Learn interacting with classmates, teachers, and other people
- Are not in the business of just-in-time learning for retraining and re-skilling

# ICT in schools



## Aims of ICT in schools

- Schools define, implement and assess ways of accommodating ICT in different school situations and pedagogical perspectives:
  - to improve teaching
  - as productivity tools
  - to support skills' development
  - to foster constructivist approaches to learning

Bottom-up approach

# School-based education & learning

- “Closure”:
  - Closed organization space
  - Closed physical space
  - Closed information space
- Estandardization
- Efficiency
- Behaviourism

**The current way educational relationships are structured is more a product of tradition, faculty, economy, and managerial convenience than due to intrinsic requirements of learning and educating**





Kenichi Ohmae

“A business reflects  
its manager”

The Mind of the  
Strategist (1982)

# Some common features of the “managerial mindset”

- Focus on the school, the closed “domain” in which they are in control, disregarding home and community
- Embody a culture of imposing goals and contribute to it

# Some common features of the “managerial mindset”

- Thinking within the limits of current evaluation and supervision systems
- Is much more focused on doing things better rather than doing better things
- Accountable to the top



## Shoshana Zuboff

[http://www.youtube.com/watch?v=GCPvnXUVteA&feature=player\\_embedded#!](http://www.youtube.com/watch?v=GCPvnXUVteA&feature=player_embedded#!)

# Zuboff's summary /1

- Management was designed a hundred years ago for low cost, efficient and standardized production of goods
- People today no longer experience themselves as anonymous mass consumers.
- People today have become more complex, more educated, more informed, more traveled, more experienced, and so their needs have shifted.

# Zuboff's summary /2

- Systems have grown out of touch with the society around it, with the people that they should be serving.
- The new needs of the individuals are largely going not only unfulfilled but unnoticed (do not get on the radar screen.)
- How to realign commercial operations with the new needs - very hard to do it from inside the old model, because it was created to keep consumers out.

## Zuboff's summary /3

- It is very difficult from within the current management system, to reach out and realign with the needs of the population.
- There is so much economic (educational) value seating in the new subjective needs of people.
- When we figure out how to reconfigure to meet those needs, masses of wealth (learning) are created.



Shoshana Zuboff

“The old logic of wealth creation worked from the perspective of the organization and its requirements ... **now we need a logic based on the individual.**”

*Creating value in the age of distributed capitalism (2010)*





W. E. Deming

“It’s management’s responsibility to look ahead, predict, change the product”

*The New Economics. For Industry, Government, Education (1993)*

# Issues

- e-learning works well for adults provided it is specifically managed
- e-learning is largely a foreign concept for teachers & school students
- e-learning conceptual premises are only partially suitable for young learners
- educational management is aimed at “mass consumption” & one-size-fits-all
- new educational management thinking and practices are crucial for the education of young learners

**Many thanks!**

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