

Architecting Professional Mastery in the AI Era

A 10-Week Elective Syllabus for MBA & Executive Education Programs

Course Code: MBA-742 | Credits: 4.0 | Core Text: *Surviving and Thriving in the AI Era* (Francis & Woodcock, 2026)

1. Course Philosophy & Executive Rationale

As artificial intelligence, robotics, and smart sensors automate middle-layer quantitative analysis and routine administrative tasks, conventional business education faces a critical inflection point. This course shifts pedagogical focus from static process management to **Architectural Orchestration**. Students learn to cultivate their foundational **Personal Dynamic Capabilities (PDCs)**—Impactful Agency, Requisite Agility, Entrepreneurial Zeal, Adhocracy Leadership, and Innovation Competence—to orchestrate human-machine networks and capture transient market opportunities.

2. Course Learning Objectives

- **Deconstruct Role Vulnerabilities:** Audit personal and organisational routines to identify tasks vulnerable to AI automation.
- **Master the Five Core PDCs:** Systematically cultivate capabilities to lead fluid teams, remove operational blockages, and drive proactive innovation.
- **Leverage the 'Human Premium':** Apply uniquely human attributes—ethical weight, relational trust, and moral judgment—to manage technology with a 'Service Imperative'.
- **Execute Action Learning Projects:** Address active, messy corporate challenges in facilitated peer sets and present strategic proposals directly to corporate boards.

3. 10-Week Course Curriculum Matrix

Wk	Strategic Topic	Focus Capability & Readings	Experiential LRA / Workshop
1	Socio-Technical Reset & The Cake Model	Three-Layer Cake Framework; Ch. 1, 2, 5, 6	LRA: Personal 3-Horizon Routine Audit
2	Impactful Agency & Organisational Trust	Impactful Agency (PDC 1); Ch. 3 & 7	LRA: Agency & Personal Values Audit
3	Requisite Agility & Opportunity Sensing	Requisite Agility (PDC 2); Ch. 8	LRA: Short Half-Life Opportunity Scenario
4	Entrepreneurial Zeal & Blockage Busting	Entrepreneurial Zeal (PDC 3); Ch. 9	LRA: Operational Plumbing & Blockage Diagnostic
5	Adhocracy Leadership & Fluid Teams	Adhocracy Leadership (PDC 4); Ch. 10 & 15	LRA: Designing Cooker Skunkworks Fractals
6	Innovation Competence & The 7Ps	Innovation Competence (PDC 5); Ch. 11	LRA: 7P Opportunity Audit & Selection
7	Action Learning Sets & Problem Launch	Action Learning & Co-creation; Ch. 15 & 16	Forming 4-5 Student Sets; Ingesting Live Corporate Cases
8	Unlearning & Personal Theory Testing	Reflective Practice & Bunge ARROP; Ch. 12-14	LRA: Policy on Unlearning & Personal Theory Review

Wk	Strategic Topic	Focus Capability & Readings	Experiential LRA / Workshop
9	Action Learning Set Syntheses	Peer Coaching & Set Facilitation; Ch. 15 & 16	Set Synthesis Rounds & Pre-Board Review
10	Capstone: 'Date with the Board' Pitch	Architectural Orchestration & Capstone	Live Presentation to Corporate Board & Video Critique

4. Weekly Module Details & Action Learning Set Integration

Week 1: The Socio-Technical Reset & The Cake Model

Explores the shift from routine process supervision to Architectural Orchestration. Students audit personal routines across 3 time horizons to identify automation vulnerabilities.

Week 2: Impactful Agency & Organisational Trust

Examines how to build influence without formal authority. Uses the West Point socialization model to conduct an audit of personal values and organizational trust.

Week 3: Requisite Agility & Opportunity Sensing

Distinguishes between indiscriminate flexibility and disciplined agility. Students analyze real-world case scenarios with compressed, short half-lives.

Week 4: Entrepreneurial Zeal & Blockage Busting

Focuses on identifying and dismantling internal operational delays ('plumbing'). Students run a diagnostic on passive habits and organizational friction.

Week 5: Adhocracy Leadership & Fluid Teams

Studies temporary, self-organising team structures (Skunkworks and 'fractals'). Students design fluid team configurations for rapid problem solving.

Week 6: Innovation Competence & The 7Ps

Deconstructs the 7Ps opportunity space. Students execute a 7P diagnostic audit to select high-value, defensible innovation portfolios.

Week 7-9: Action Learning Sets & Co-creation

Students work in 4-5 peer sets on live, active corporate problems. Facilitated sessions focus on peer coaching, unlearning, and testing personal theories of practice.

Week 10: Capstone — 'Date with the Board'

Student sets present their strategic solutions directly to visiting corporate directors, followed by a 'slow-motion' video self-critique to refine leadership behaviors.

5. Grading Criteria & Assessment Framework

Assessment Component	Weight	Description
1. LRA Portfolio & Reflective Journal	20%	Weekly completion of Learning Review Activities and unlearning logs.

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2. Action Learning Set Contribution	25%	Active facilitation, constructive peer coaching, and attendance in set meetings.
3. Capstone Board Proposal & Presentation	35%	Group strategic report and live 15-minute presentation to the Visiting Board.
4. Individual Final Reflection Paper	20%	A 2,000-word synthesis of personal PDC growth, blockage removal, and future career strategy.