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Bachelor-Forschungsseminar SS 2017:
**Organisatorisches Lernen: Voraussetzungen, Formen,
Hindernisse**

Pflichtlektüre:

Huber, G. P. 1991. Organizational learning: The contributing processes and the literatures. *Organization Science*, 2(1): 88-115.

Levitt, B., & March, J. G. 1988. Organizational Learning. *Annual Review of Sociology*, 14: 319-340.

Schreyögg, G., & Geiger, D. 2016. *Organisation: Grundlagen moderner Organisationsgestaltung* (6. Auflage). Wiesbaden: Springer Gabler.

Empfohlene Nachschlagelektüre

Argote, L. 2013. *Organizational Learning*. Boston, MA: Springer.

Argyris, C., & Schön, D. A. 2002. *Die lernende Organisation: Grundlagen, Methode, Praxis* (2. Aufl.). Stuttgart: Klett-Cotta.

I. INDIVIDUELLES UND KOLLEKTIVES LERNEN IN ORGANISATIONEN

1. Individuelles versus kollektives Lernen (Organisatorisches Lernen aus Perspektive der Systemtheorie)

Antonacopoulou, E. P. 2006. The relationship between individual and organizational learning: New evidence from managerial learning practices. *Management Learning*, 37(4): 455-473.

Chiva, R., & Alegre, J. 2005. Organizational learning and organizational knowledge: Towards the integration of two approaches. *Management Learning*, 36(1): 49-68.

Luhmann, N. 1969: Normen in soziologischer Perspektive. *Soziale Welt*, 20: 28-48.

Schüerhoff, V. 2006. *Vom individuellen zum organisationalen Lernen: Eine konstruktivistische Analyse*. Wiesbaden: Dt. Univ.

2. Formen und Ebenen organisatorischen Lernens

Argyris, C. 1976. Single-loop and double-loop models in research on decision making.

Administrative Science Quarterly, 21(3): 363-375.

Bingham, C. B., & Davis, J. P. 2012. Learning Sequences: Their Existence, Effect, and Evolution.

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Kolb, D. A. 1984. *Experiential learning: Experience as the source of learning and development*. Englewood Cliffs, NJ: Prentice Hall.

Visser, M. 2007. Deutero-learning in organizations: A review and reformulation, in: *Academy of Management Review*, 32(2): 659-667.

3. Organisatorisches Lernen und Organisationsgedächtnis

Anteby, M., & Molnár, V. 2012. Collective Memory Meets Organizational Identity:

Remembering to Forget in a Firm's Rhetorical History. *Academy of Management Journal*, 55(3): 515-540.

Langenmayr, F. 2016. *Organisational Memory as a Function*. Wiesbaden: Springer.

Schultz, M., & Hernes, T. 2013. A Temporal Perspective on Organizational Identity.

Organization Science, 24(1): 1-21.

Rowlinson, M., Booth, C., Clark, P., Delahaye, A., & Procter, S. 2010. Social Remembering and Organizational Memory. *Organization Studies*, 31(1): 69-87.

Walsh, J. P., & Ungson, G. R. 1991. Organizational memory. *Academy of Management Review*, 16(1): 57-91.

II. ORGANISATORISCHES LERNEN UND ORGANISATORISCHER WANDEL

4. Exploration versus Exploitation im organisatorischen Lernen

Gupta, A. K., Smith, K. G. & Shalley, C. E. 2006. The interplay between exploration and exploitation. *Academy of Management Journal*, 49(4): 693-706.

Lavie, D., Stettner, U., & Tushman, M. L. 2010. Exploration and exploitation within and across organizations. *The Academy of Management Annals*, 4(1), 109-155.

March, J. G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, 2(1): 71-87.

Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. 2009. Organizational ambidexterity: Balancing exploitation and exploration for sustained performance. *Organization Science*, 20(4), 685-695.

5. Lernbarrieren und Lernhindernisse in Organisationen

Levinthal, D. A., & March, J. G. 1993. The myopia of learning. *Strategic Management Journal*, 14(S2): 95-112.

Schilling, J., & Kluge, A. 2009. Barriers to organizational learning: An integration of theory and research. *International Journal of Management Reviews*, 11(3): 337-360.

Sydow, J., Schreyögg, G., & Koch, J. 2009. Organizational path dependence: Opening the black box. *Academy of Management Review*, 34(4): 689-709.

6. Organisatorisches Lernen und organisatorische Routinen

- Kremser, W., & Schreyögg, G. 2016. The Dynamics of Interrelated Routines: Introducing the Cluster Level. *Organization Science*, 27(3): 698–721.
- Luhmann, N. 1971. Lob der Routine. In N. Luhmann (Ed.), *Politische Planung: Aufsätze zur Soziologie von Politik und Verwaltung*: 113–142. Opladen: Westdeutsche Verlag.
- Miner, A. S., Ciuchta, M. P., & Gong, Y. 2008. Organizational Routines and Organizational Learning. In M. C. Becker (Ed.), *Handbook of Organizational Routines*: 152–186. Cheltenham, UK and Northampton, MA: Edward Elgar.
- Rerup, C., & Feldman, M. S. 2011. Routines as a source of change in organizational schemata: The role of trial-and-error learning. *Academy of Management Journal*, 54(3): 577–610.

7. Learning from failure

- Edmondson, A. C. 2011. Strategies of learning from failure. *Harvard Business Review*, 89(4): 48.
- Goodman, P. S., Ramanujam, R., Carroll, J. S., Edmondson, A. C., Hofmann, D. A., & Sutcliffe, K. M. 2011. Organizational errors: Directions for future research. *Research in Organizational Behavior*, 31: 151-176.
- Khanna, R., Guler, I., & Nerkar, A. 2016. Fail Often, Fail Big, and Fail Fast? Learning from Small Failures and R&D Performance in the Pharmaceutical Industry. *Academy of Management Journal*, 59(2): 436–459.
- Tucker, A. L., & Edmondson, A. C. 2003. Why hospitals don't learn from failures. *California Management Review*, 45(2): 55-72.

8. Organisatorisches Lernen und Unternehmenskultur

- Lucas, C., & Kline, T. 2008. Understanding the influence of organizational culture and group dynamics on organizational change and learning. *The Learning Organization*, 15(3): 277–287.
- Schein, E. H. 1993. How can organizations learn faster? The challenge of entering the green room. *Sloan Management Review*, 34(2): 85–92.
- Schein, E. H. 1996. Three cultures of management: The key to organizational learning. *Sloan Management Review*, 38(1): 9–20.
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