



Univ.-Prof. Dr. Georg Schreyögg / Dipl.-Kfm. Nicolas Rohde

Management Seminar WS 07/08

Organizational Learning and Change

Required reading:

- Huber, G. P. (1991): Organizational learning: The contributing processes and the literatures, in: Organization Science Vol.2:88-115.
- Schreyögg, G. (2003) Organisation: Grundlagen moderner Organisationsgestaltung. Wiesbaden: Gabler. (Kapitel 7)

Sub-themes:

Part A: Individual and collective learning in organizations

1. Theory of learning: Socio-cognitive versus behavioral perspective

- Bandura, A. (1986): Social foundations of thought and action. A social cognitive theory, Englewood Cliffs, NJ: Prentice Hall.
- March, J. G. & Olsen, J. P. (1979): Ambiguity and choice in organizations, Bergen: Universitetsforl..
- Shrivastava, P. (1983): A typology of organizational learning systems, in: Journal of Management Studies Vol.20:7-28.

2. Notions, forms and levels of organizational learning

- Visser, M. (2007): Deutero-learning in organizations: A review and reformulation, in: Academy of Management Review Vol. 32:659-667.
- Argyris, C. (1976): Single-loop and double-loop models in research on decision making, in: Administrative Science Quarterly Vol.21: 363-375.
- Kolb, D. A. (1984): Experiential learning: Experience as the source of learning and development, Englewood Cliffs, NJ: Prentice Hall.
- Huber, G. P. (1991): Organizational learning: The contributing processes and the literatures, in: Organization Science Vol.2:88-115.

3. Individual versus collective learning (Organizational learning from a systems theory perspective)

- Gherardi, S. (2006): Organizational knowledge: The texture of workplace learning, Malden: Blackwell Publishing.
- Antonacopoulou, E. P. (2006): The relationship between individual and organizational learning: New evidence from managerial learning practices, in: Management Learning Vol.37:455-473.
- Luhmann, N.(1969): Normen in soziologischer Perspektive; in: Soziale Welt Vol.20:28-48.

Part B: Organizational learning

4. Exploration versus exploitation

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

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

5. Organizational memory: Acquiring and retaining knowledge

Argote, L. (1999): *Organizational learning: Creating, retaining and transferring knowledge*, Boston: Kluwer Academic Publishers.

Walsh & Ungson (1991): Organizational Memory, in: *Academy of Management Review* Vol.16:57-91

6. Absorptive capacity

Cohen, W. M. & Levinthal, D. A. (1990): Absorptive capacity: A new perspective on learning and innovation, in: *Administrative Science Quarterly* Vol.35:128-152.

Tsai, W. (2001): Knowledge transfer in intraorganizational networks: Effects of network position and absorptive capability on business unit innovation and performance, in: *Academy of Management Journal* Vol.44:996-1004.

Todorova, G. & Durisin, B. (2007): Absorptive capacity: Valuing a reconceptualization, in: *Academy of Management Review* Vol.32:774-786.

Lane, P. J., Koka, B. R. & Pathak, S. (2006): The reification of absorptive capacity: A critical review and rejuvenation of the construct, in: *Academy of Management Review* Vol.31: 833-863.

7. Impediments for organizational learning

Schreyögg, G., Koch, J. & Sydow, J. (2004): Routinen und Pfadabhängigkeit, in: G. Schreyögg & A. v. Werder (eds.): *Handwörterbuch Unternehmensführung und Organisation*, Stuttgart: Schäffer-Poeschel, p. 1296-1304.

Argyris, C (1992): *On organizational learning*, Cambridge Mass.: Blackwell Business.

Levitt, B. & March, J. G. (1988): Organizational learning, in: *Annual Review of Sociology* Vol.14:319-340.

8. Inter-organizational learning

Lane, P. J. & Lubatkin, M. (1998): Relative absorptive capacity and interorganizational learning, in: *Strategic Management Journal* Vol.19:461-477.

Larsson, R., Bengtsson, L., Henriksson, K. & Sparks, J. (1998): The interorganizational learning dilemma: Collective knowledge development in strategic alliances, in: *Organization Science* Vol.9:285-306.