Contents

1 Organizational Learning Curves: An Overview 1
1.1 Introduction 1
1.2 Historical Overview 3
1.3 Recent Research Trends 6
1.3.1 Expanded Set of Outcomes 6
1.3.2 Understanding Productivity Differences 7
1.3.3 Organizational Forgetting 8
1.3.4 Knowledge Transfer 8
1.4 Measuring Knowledge and Assessing Learning 10
1.5 Organizations Vary in Their Learning Rates 15
1.6 Sources of Variation in Learning Rates 18
1.6.1 Levels of Analysis 20
1.7 Theoretical Models of Organizational Learning 21
1.8 Learning Curve Applications 22
1.9 Conclusion 23
References 24

2 Organization Learning: A Theoretical Framework 31
2.1 Introduction 31
2.2 Organizational Learning Defined 31
2.3 A Theoretical Framework 32
2.4 Organizational Experience 35
2.4.1 Direct Versus Indirect Experience 35
2.4.2 Novelty of Experience 36
2.4.3 Success Versus Failure Experience 36
2.4.4 Ambiguity of Experience 37
2.4.5 Spatial Location of Experience 37
2.4.6 Timing of Experience 38
2.4.7 Rareness of Experience 38

2.4.8 Simulation of Experience 39
2.4.9 Heterogeneity of Experience 39
2.4.10 Pace of Experience 40
2.5 The Organizational Context 40
2.5.1 Specialist Versus Generalist Organizations 41
2.5.2 Organizational Culture 41
2.5.3 Organizational Structure 41
2.5.4 Performance Feedback 42
2.5.5 Training 42
2.5.6 Absorptive Capacity 43
2.5.7 Aspiration Levels 43
2.5.8 Slack Resources 44
2.5.9 Power and Status 44
2.5.10 Social Networks 44
2.5.11 Member Diversity and Stability 45
2.5.12 Tools 45
2.6 Organizational Learning Processes 46
2.6.1 Mindfulness of Organizational Learning Processes 47
2.6.2 Distribution of Organizational Learning Processes 48
2.6.3 Improvisation of Organizational Learning Processes 48
2.7 Knowledge 48
2.8 Conclusion 49
References 49

3 Organizational Forgetting 57
3.1 Introduction 57
3.2 Knowledge Depreciation 57
3.3 A Case Example 59
3.4 Empirical Evidence 62
3.4.1 The Shipyard Study 62
3.4.2 The Automotive Study 73
3.4.3 The Franchise Study 77
3.4.4 Other Analyses of Depreciation 78
3.5 Depreciation Rates Vary 78
3.6 Implications for Practice 79
3.7 Conclusion 80
References 81

4 Organizational Memory 85
4.1 Introduction 85
4.2 Sources of Productivity Gains 85
4.2.1 Increased Individual Proficiency 86
4.2.2 Modifications in Technology 87
4.2.3 Elaborations in Structure and Routines 88

4.3 Repositories of Organizational Knowledge 89
4.3.1 Knowledge Embedded in Individual Members 91
4.3.2 Knowledge Embedded in Organizations 96
4.4 Consequences of Where Knowledge Is Embedded 102
4.4.1 Knowledge Embedded in Individual Members 103
4.4.2 Knowledge Embedded in Tools and the Tool–Tool Network 105
4.4.3 Knowledge Embedded in the Task–Task Network 106
4.4.4 Knowledge Embedded in the Member–Task Network 107
4.5 Conclusion 108
References 108

5 Micro Foundation of Organizational Learning: Group Learning 115
5.1 Introduction 115
5.2 Definitions 115
5.3 Why Study Group Learning? 117
5.4 Processes of Group Learning 118
5.4.1 Sharing Knowledge 119
5.4.2 Generating New Knowledge 126
5.4.3 Evaluating Knowledge 130
5.4.4 Combining Knowledge 133
5.5 Limits of Group Learning 136
5.6 Conclusion 138
References 140

6 Knowledge Transfer in Organizations 147
6.1 Introduction 147
6.2 Mechanisms of Knowledge Transfer 148
6.3 The Franchise Study 150
6.3.1 Method and Sources of Data 151
6.3.2 Results 155
6.3.3 Discussion 160
6.4 Levels of Knowledge Transfer 162
6.5 Related Research 166
6.6 Conditions that Facilitate or Impede Knowledge Transfer 167
6.6.1 Characteristics of the Relationship Among Organizations 167
6.6.2 Characteristics of the Latent Context of Organizations 173
6.6.3 Characteristics of the Active Context 174
6.6.4 Characteristics of the Knowledge Transferred 176
6.6.5 Characteristics of the Transfer Process 178
6.7 Promoting Knowledge Transfer Across Organizational Units 180
6.8 Conclusion 182
References 183

7 Managerial and Strategic Implications and Future Directions 189
7.1 Introduction 189
7.2 Relationships Across Levels of Analysis 189
7.2.1 Group and Organizational Learning 189
7.3 Relationships Across Dimensions of Experience 193
7.3.1 Direct and Indirect Experience 193
7.3.2 Heterogeneous and Homogeneous Experience 194
7.3.3 Timing of Experience 196
7.4 Managerial and Strategic Implications 197
7.4.1 Market Entry 197
7.4.2 Competitive Advantage 198
7.4.3 Success of Entrepreneurial Ventures 200
7.4.4 Design of Organizational Experience 201
7.5 Future Directions 203
7.6 Conclusion 206
References 207

Index 211

http://www.springer.com/978-1-4614-5250-8

Organizational Learning
Creating, Retaining and Transferring Knowledge
Argote, L.
2013, X, 218 p., Hardcover
ISBN: 978-1-4614-5250-8