

Yonjoo Cho's Research Group

Team Learning: A Mid-Level to Organizational Learning Fridays at 10:00 am, Spring 2011

Description

My research group centers on organizational learning. The basic premise is, if organizational members build their capacity through individual, group/team, and organizational levels of learning and development efforts, the organization can achieve a fundamental change toward better performance and outcomes. Of the three (individual, group, and organizational) levels of organizational learning research, my research group currently focuses on team learning, a mid-level approach to organizational learning, which includes action learning, problem-based learning, and project-based learning. We discuss three similar but different mid-level approaches by comparing and synthesizing core concepts and principles through extensive related readings. As a result of the semester-long reviews, we will co-author a critical review of team learning in organizations and recommend future research agenda for empirical studies in the IT and HPT fields.

Schedule

Date	Topic	Reading	Presenters
Jan 14	Check-in: Where are you at right now?		
Jan 21	<ul style="list-style-type: none"> • Small group development • Virtual learning teams 	Bonebright (2010) Yoon & Johnson (2008)	Ingu
Jan 28	The breakdown of learning in teams	Kayes (2004) Tuckman (1965, 1977) Morgan (2006)-chapters 1-2	
Feb 4	<ul style="list-style-type: none"> • Organizational learning • From OL to LO 	Simon (1991) Edmonson & Moingeon (1998)	
Feb 11	Three perspectives on team learning	Edmonson et al. (2008)	
Feb 18	Team effectiveness 1997-2007	Mathieu et al. (2008)	
Feb 25	AHRD Conference: No meeting		
Mar 4	A framework for Team learning	Schaffer et al. (2008) M-chapters 3-4	
Mar 11	Group learning	Wilson et al. (2007) London & Sessa (2007)	
Mar 18	Spring Break: Enjoy!		
Mar 25	The effectiveness of groups	Brutus & Donia (2010) M-chapters 5-6	
Apr 1	An Epistemology of practice	Raelin (2007) M-chapter 7	
Apr 8	<ul style="list-style-type: none"> • Action learning research • Action learning for executive education 	Cho & Egan (2010) Tushman et al. (2007)	
Apr 15	Problem-based learning I	Coomb & Elden (2004) Peterson (2004)	

Yonjoo Cho's Research Group

Apr 22	Problem-based learning II	Yeo (2008) M-chapter 8	
Apr 29	Project-based learning I	Keegan & Turner (2001) M-chapter 9	
May 6	Project-based learning II	Poell et al. (2009) M-chapters 10-12	
May 13	Reflections on lessons learned and planning on work in summer		

References

- Boneright, D. A. (2010). 40 years of storming: a historical review of Tuckman's model of small group development. *Human Resource Development International*, 13(1), 111-120.
- Brutus, S., & Donia, M. B. L. (2010). Improving the effectiveness of students in groups with a centralized peer evaluation system. *Academy of Management Learning & Education*, 9(4), 652-662.
- Cho, Y., & Egan, T. M. (2010). The state of the art of action learning research. *Advances in Developing Human Resources*, 12, 163-180.
- Coombs, G., & Elden, M. (2004). Introduction to the special issue: Problem-based learning as social inquiry—PBL and management education. *Journal of Management Education*, 28(5), 523-535.
- Edmonson, A., & Moingeon, B. (1998). From organizational learning to the learning organization. *Management Learning*, 29(1), 5-20.
- Edmonson, A. C., Dillon, J. R., & Roloff, K. S. (2008). Three perspectives on team learning. *The Academy of Management Annals*, 1(1), 269-314.
- Gilley, A., & Kerno, S. J. Jr. (2010). Groups, teams, and communities of practice: A comparison. *Advances in Developing Human Resources*, 12(1), 46-60.
- Kayes, D. C. (2004). The 1996 Mount Everest climbing disaster: The breakdown of learning in teams. *Human Relations*, 57(10), 1263-1284.
- London, M., & Sessa, V. I. (2007). How groups learn, continuously. *Human Resource Management*, 46(4), 651-669.
- Matieu, J., Maynard, M. T., Rapp, T., & Gilson, L. (2008). Team effectiveness 1997-2007: A review of recent advancement and a glimpse into the future. *Journal of Management*, 34(3), 410-476.
- Morgan, G. (2006). Learning and self-organization: Organizations as brains. In *Images of organization* (updated edition) (pp. 71-114). Thousand Oaks, CA: SAGE.
- Peterson, T. O. (2004). So you're thinking of trying problem based learning?: Three critical success factors for implementation. *Journal of Management Education*, 28(5), 630-647.
- Poell, R. F., & Yorks, L. (2009). Organizing project-based learning in work contexts. *Adult Education Quarterly*, 60(1), 77-93.
- Raelin, J. A. (2007). Toward an epistemology of practice. *Academy of Management Learning & Education*, 6(4), 495-519.

Yonjoo Cho's Research Group

- Schaffer, S. P., Lei, K., & Paulino, L. R. (2008). A framework for cross-disciplinary team learning and performance. *Performance Improvement Quarterly*, 21(3), 7-21.
- Simon, H. (1991). Bounded rationality and organizational learning. *Organization Science*, 2(1), 125-134.
- Tuckman, B. W. (1965). Developmental sequence in small groups. *Psychological Bulletin*, 63(6), 384-399.
- Tuckman, B. W., & Jensen, M. A. (1977). Stages of small-group development revisited. *Group & Organization Studies*, 2(4), 419-427.
- Tushman, M. L., O'Reilly, C. A., Fenollosa, A., Kleinbaum, A. M., & McGrath, D. (2007). Relevance and rigor: Executive education as a lever in shaping practice and research. *Academy of Management Learning & Education*, 6, 345-362.
- Wilson, J. M., Goodman, P. S., & Cronin, M. A. (2007). Group learning. *Academy of Management Review*, 32(4), 1041-1059.
- Yeo, R. K. (2008). How does learning (not) take place in problem-based learning activities in workplace contexts? *Human Resource Development International*, 11(3), 317-330.
- Keegan, A., & Turner, J. R. (2001). Quantity versus quality in project-based learning practices. *Management Learning*, 32(1), 77-98.
- Yoon, S. W., & Johnson, S. D. (2008). Phases and patterns of group development in virtual learning teams. *Educational Technology Research & Development*, 56, 595-618.