

# Models of organizational learning

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## 1 Objective

In this lecture, I will present a couple of computational models of organizational learning in complex and turbulent environments, focusing on the exploration and exploitation trade-off. I will not provide exhaustive literature review during the lecture. Instead, I will focus on a few including some my own work (March, 1991; Barr and Hanaki, 2008; Hanaki and Owan, 2013), but students, if interested, can look at the references cited in the papers listed in this syllabus (as well as look for more recent work by those authors).

If there is enough time, I will also mention a recent experimental study on collaborative learning by Mason and Watts (2012), partly because my recent research heavily utilizes experimental methods, so those who are interested in testing the implications of the models experimentally can start thinking about how to do so.

## References

- BARR, J. AND N. HANAKI (2008): “Organization undertaking complex projects in uncertain environments,” *Journal of Economic Interaction and Coordination*, 3, 119–135.
- HANAKI, N. AND H. OWAN (2013): “Autonomy, Conformity and Organizational Learning,” *Administrative Science*, 3, 32–52.
- MARCH, J. G. (1991): “Exploration and Exploitation in Organizational Learning,” *Organization Science*, 2, 71–87.
- MASON, W. AND D. J. WATTS (2012): “Collaborative learning in networks,” *Proceedings of the National Academies of Sciences*, 109, 764–769.