

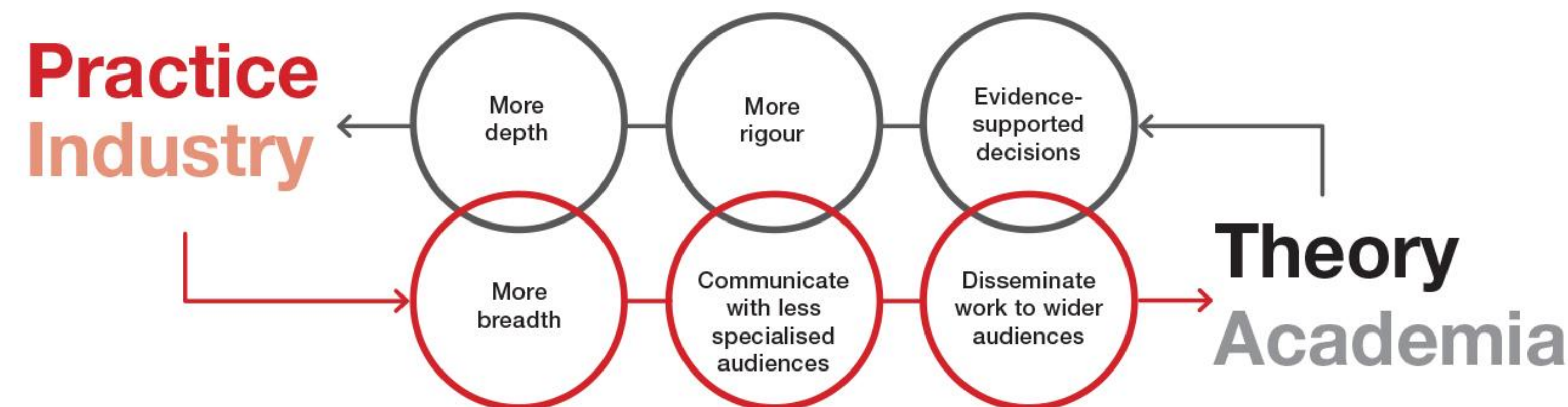
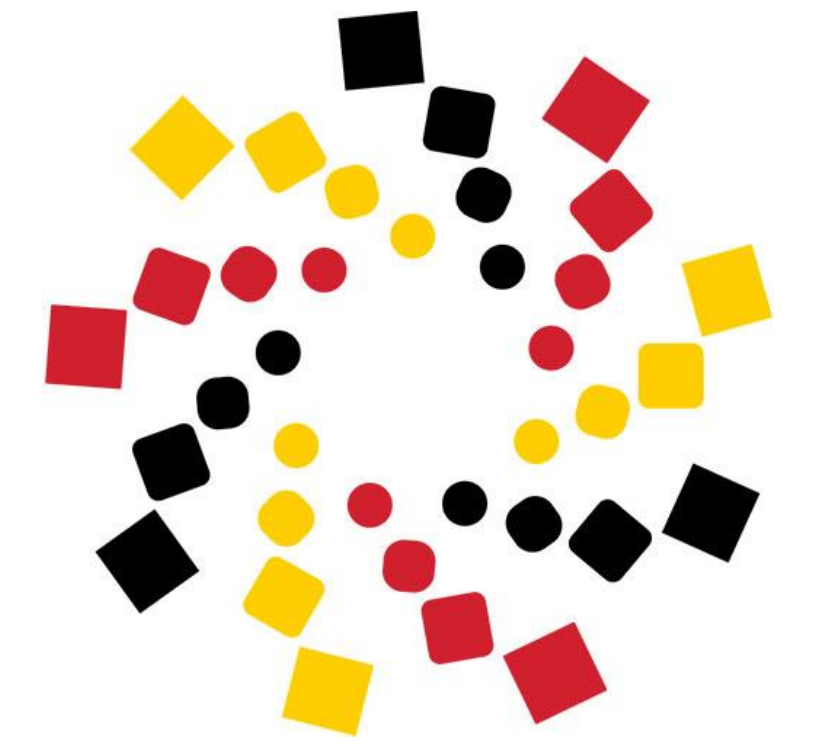


Theory-Practice Chasm:

Translating the Anatomy of Scholarly Articles for Practice Implications

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The Challenge

Typically, theoretical and conceptual scholarly articles are the basis for textbooks and other learning materials on management topics. Those learning materials are often presented as artifacts and by themselves produce rote, stand-alone learning. For the field of management, higher order thinking skills are essential for competence. It becomes necessary to enable students to recognize and understand the relationship between a theoretical concept and its implication for practice.

Research Questions

- How can research be translated pedagogically as a practical learning experience?
- What course design features best translate learned knowledge into workplace practice?
- How does practice theory inform active learning design to create practice competence?
- Which learning tools (case studies, consulting projects, etc.) produce the highest levels of practice competence?

Approach

Building upon an interpretation of Pasteur's Quadrant, where knowledge rigor is framed against practical relevance, this poster examines the value of practice implications of theoretical knowledge as a learning opportunity for undergraduate students. Practice implications provide a framework and strengthened learning experience for undergraduate students who typically lack a real-world work experience as a context for their learning. As a way to gain deeper understanding of the construction, applicability and value of a scholarly article, we composed a format for the anatomy of an article, so they can be dissected to see how their parts fit together and reveal findings that have implications for management practice.

Example of Exercise Form: Dissecting the anatomy of an article into main parts and revealing its practice implications

Guidance	Students examine a selected article and develop a brief (2-3 lines max) but convincing, summary of each element of the article
Article Citation	
Problem under investigation	
Research Question	
Primary Claim(s)	
Supporting Evidence	
Sources of Evidence	
Limitations to Claim(s)	
Practice Implications Identified	
Practice Digest w/ Actionable Strategies	

Resources

- Feldman, Martha and Monica Worline. 2016. "The practicality of practice theory." *Academy of Management Learning & Education*, Vol. 15, No. 2.304-324
- Norman, Donald A. 2017. "The Research-Practice Gap: The Need for Translational Developers." *Academia.edu*
- Schon, Donald A. 1987. *Educating the Reflective Practitioner*. San Francisco: Jossey-Bass.
- Tushman, M.L. and C. O'Reilly. 2007. "Research and relevance: Implications of Pasteur's quadrant for doctoral programs and faculty development. *Academy of Management Journal*, Vol. 50, No. 4. 769-774.
- Van de Ven, Andrew H. and Paul E. Johnson (2006) "Knowledge for theory and practice," *Academy of Management Review*, Vol. 31, No. 4. 802-821.