Article Review of "Agility in business school education through richness and reach"

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The objective of this article was intriguing to me, especially since I had just completed a course in which augmented reality, virtual reality, and social networking were explored and applied in instructional design. In the Purpose section of the Abstract, Gupta and Bharadwaj (2013) state, "the objective of this paper is to conceptualize an integrated pedagogical framework that combines 'richness' of augmented reality, classroom teaching and academic research with 'reach' of social networking to yield a paradigm of agile business school education" (p. 370). From the Findings section of the Abstract the authors note the three theories upon which they were building their case: experiential learning theory, social network theory, and contingency theory (Gupta and Bharadwaj, 2013, p.370).

Our current course focuses on the concept of agility, and specifically the Agile philosophy. Regarding agility, Gupta and Bharadwaj (2013) assert, "The disruptive effect of fast technological changes is redefining the essence of today's competitiveness. In such a scenario the ability to detect and seize market opportunities with speed and surprise (i.e. agility) is fast becoming imperative for success" (p.370). This coincides with the fourth priority presented in the Agile Manifesto, namely, "Responding to change over following a plan" (Saddington, 2013, p. xiii). Saddington (2013) elaborates, "The Agile philosophy simply asks you to work collaboratively as much as possible with your teams and clients … while learning and relearning along the way" (p. xiii). Given these correlations, the subject matter of this article is certainly timely and relevant.

The use of the Value Matrix in determining the prioritization of work / objectives was one of the key topics of discussion in class this week. In this article the authors present a similar matrix in their discussion of social network theory in terms of "variety" and "reach"

(Gupta and Bharadwaj, 2013, p.376). "It has been suggested that the quality of an individual's contribution is determined by the 'variety' of that individual's social experience. And this variety, when combined with reach of social networking becomes potent enough to create immense pedagogical value" (Gupta and Bharadwaj, 2013, p.375). This also coincides nicely with the Agile Manifesto's priority of collaboration, as mentioned previously.

In the section of the article associated with contingency theory, Gupta and Bharadwaj (2013) state, "the effectiveness of a decision procedure depends upon a number of aspects of the situation: the importance of the decision quality and acceptance; the amount of relevant information possessed by the leader and subordinates…" (p. 376). This description sounds similar to Saddington's (2013) discussion in Chapter 7 regarding the role and responsibilities of the Product Owner (Value Driver) (p. 32).

While there are several connections between this article and our assigned reading this week, and the subject matter and objectives of the article were intriguing to me, this article fell short of my expectations. I found myself distracted, confused, and frustrated by the overt grammar, punctuation, and citation errors throughout the article. I made corrections or noted the errors as I was reading, and when I looked back over the article, I realized that every content page had errors. Even under the references, the first two entries are for the exact same article, but the second entry has an additional author listed. One suggestion I would make would be for the authors to hire an experienced proof-reader or editor.

References

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