HANDBOOK OF ORGANIZATIONAL LEARNING & KNOWLEDGE

MEINOLF DIERKES
ARIANE BERTHOIN ANTAL
JOHN CHILD
IKUJIRO NONAKA

OXFORD

CONTENTS

List of Figures xiv
List of Tables xvi
Notes on Contributors xviii
Abbreviations xxiv

Introduction: Finding Paths through the Handbook 1
Ariane Berthoin Antal, Meinolf Dierkes, John Child, and Ikujiro Nonaka

PART I INSIGHTS FROM MAJOR SOCIAL SCIENCE DISCIPLINES

INTRODUCTION 11

1 **Psychological Perspectives of Organizational Learning** 14
Günter W. Maier, Christiane Prange, and Lutz von Rosenstiel

2 **The Sociological Foundations of Organizational Learning** 35
Silvia Gherardi and Davide Nicolini

3 **The Treatment of Organizational Learning in Management Science** 61
Peter Pawlowsky

4 **A Review and Assessment of Organizational Learning in Economic Theories** 89
Christopher S. Boerner, Jeffrey T. Macher, and David J. Teece

5 **Anthropology and Organizational Learning** 118
Barbara Czarniawska

6 **The Underestimated Contributions of Political Science to Organizational Learning** 137
Joseph LaPalombara

7 **Thinking Historically about Organizational Learning** 162
Jeffrey R. Fear

PART II EXTERNAL TRIGGERS FOR LEARNING

INTRODUCTION 195

8 **Change in Socioeconomic Values as a Trigger of Organizational Learning** 198
Lutz von Rosenstiel and Stefan Koch

9 **Social Movements and Interest Groups as Triggers for Organizational Learning** 221
Jürgen Kädtler

10 **Triggers of Organizational Learning during the Transformation Process in Central European Countries** 242
Hans Merkens, Mike Geppert, and David Antal

11 **Organizational Learning as Guided Responses to Market Signals** 264
John M. Stopford

12 **Technological Visions, Technological Development, and Organizational Learning** 282
Meinolf Dierkes, Lutz Marz, and Casey Teele

PART III FACTORS AND CONDITIONS SHAPING ORGANIZATIONAL LEARNING

INTRODUCTION 305

13 **The Social Constitution of Organizations and its Implications for Organizational Learning** 308
John Child and Sally J. Heavens

14 **How Organizations Learn from Success and Failure** 327
William H. Starbuck and Bo Hedberg

15 **The Role of Time in Organizational Learning** 351
Christiana Weber and Ariane Berthoin Antal

16 **Effects of Emotion on the Process of Organizational Learning** 369
Klaus R. Scherer and Véronique Tran

PART IV AGENTS OF ORGANIZATIONAL LEARNING

INTRODUCTION 395

17 **The Individual as Agent of Organizational Learning** 398
Victor J. Friedman

18 **Leadership and Organizational Learning** 415
Philip Sadler

19 **The Role of Boards in Facilitating or Limiting Learning in Organizations** 428
Risto Tainio, Kari Lilja, and Timo J. Santalainen

20 **Labor Unions as Learning Organizations and Learning Facilitators** 446
Andreas Drinkuth, Claudius H. Riegler, and Rolf Wolff

21 **Consultants as Agents of Organizational Learning: The Importance of Marginality** 462
Ariane Berthoin Antal and Camilla Krebsbach-Gnath

PART V PROCESSES OF ORGANIZATIONAL LEARNING AND KNOWLEDGE CREATION

INTRODUCTION 487

22 **A Theory of Organizational Knowledge Creation: Understanding the Dynamic Process of Creating Knowledge** 491
Ikujiro Nonaka, Ryoko Toyama, and Philippe Byosière

23 **Media Choice and Organizational Learning** 518
Bettina Büchel and Steffen Raub

24 **Organizing, Learning, and Strategizing: From Construction to Discovery** 535
Bo Hedberg and Rolf Wolff

25 **Power and Politics in Organizations: Public and Private Sector Comparisons** 557
Joseph LaPalombara

26 **Identity, Conflict, and Organizational Learning** 582
Jay Rothman and Victor J. Friedman

27 **Rules and Organizational Learning: The Behavioral Theory Approach** 598
Alfred Kieser, Nikolaus Beck, and Risto Tainio

PART VI INTERORGANIZATIONAL LEARNING AND KNOWLEDGE IN A GLOBAL CONTEXT

INTRODUCTION 627

28 **Learning in Multinationals** 631
Klaus Macharzina, Michael-Jörg Oesterle, and Dietmar Brodel

29 **Learning through Strategic Alliances** 657
John Child

30 **Organizational Learning in International Joint Ventures: The Case of Hungary** 681
Marjorie A. Lyles

31 **Organizational Learning in Supplier Networks** 699
Christel Lane

32 **Learning in Global and Local Networks: Experience of Chinese Firms in Hong Kong, Singapore, and Taiwan** 716
Lai Si Tsui-Auch

33 **Learning in Imaginary Organizations** 733
Bo Hedberg and Mikael Holmqvist

PART VII DEVELOPING LEARNING PRACTICES

INTRODUCTION 755

34 **Creating Conditions for Organizational Learning** 757
Victor J. Friedman, Raanan Lipshitz, and Wim Overmeer

35 **Practices and Tools of Organizational Learning** 775
Peter Pawlowsky, Jan Forslin, and Rüdiger Reinhardt

36 **Intellectual Capital and Knowledge Management: Perspectives on Measuring Knowledge** 794
Rüdiger Reinhardt, Manfred Bornemann, Peter Pawlowsky, and Ursula Schneider

PART VIII PUTTING LEARNING INTO PRACTICE

INTRODUCTION 823

37 **Integrated Information Technology Systems for Knowledge Creation** 827
Ikujiro Nonaka, Patrick Reinmöller, and Ryoko Toyama

38 **Scenarios and Their Contribution to Organizational Learning: From Practice to Theory** 849
Graham S. Galer and Kees van der Heijden

39 **Barriers to Organizational Learning** 865
Ariane Berthoin Antal, Uwe Lenhardt, and Rolf Rosenbrock

40 **Applying Theory to Organizational Transformation** 886
Camilla Krebsbach-Gnath

41 **Multimodal Organizational Learning: From Misbehavior to Good Laboratory Practice in the *Pharmaceutical Industry*** *902*
Christoph de Haën, Lai Si Tsui-Auch, and Marcus Alexis

PART IX CONCLUSION

42 **Organizational Learning and Knowledge: Reflections on the Dynamics of the Field and Challenges for the Future** 921
Ariane Berthoin Antal, Meinolf Dierkes, John Child, and Ikujiro Nonaka

Name Index 941
Subject Index 958