

Access Free Organizational
Learning li Theory Method And
Practice

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*The introduction chapter by Mark
Easterby-Smith and Luis Araujo*

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introduces the reader to the unresolved issues with which the field is still grappling today.... All in all, this is an interesting and useful book for both researcher and manager alike. First, and perhaps most importantly, the book incorporates multiple perspectives on learning - the psychological, sociological

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and the philosophical... Second, the book is neither purely theory driven, nor purely empirically driven. Theoretical contributions are complemented by empirical studies which help to illustrate the application of the theoretical constructs. I suspect that this would be of immense value to the practicing

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manager. Finally, the book provides a critical commentary on the state of the field in a nice compact way which should enhance its value to scholars in this area... a book which is both useful and interesting' - Organisational Studies

[M]ost importantly, the book incorporates multiple perspectives on

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learning - the psychological, sociological and the philosophical... provides a critical commentary on the state of the field in a nice, compact way which should enhance its value to scholars' - Organization Studies `A valuable resource for academics and practitioners in management and corporate strategy, as

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well as those involved in mangement training and development' - European Foundation for Management Development `This is a particularly interesting and useful work because it combines some chapters which deal primarily in concepts or indeed theories, and others which describe the

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experiences of trying to carry out the practices involved in creating both/either organisational learning and/or the learning organisation' -Industrial and Commercial Training 'The editors' overall assessment is that there has been insufficient dialogue between the two camps of action research and

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theorizing.... As a contribution to mapping this divided house, the text is an apt illustration of these problems. The editor's overview is of interest...' - Stephen Gibb, University of Strathclyde, MCB University Press The debates surrounding concepts of 'organizational learning' and the 'learning organization'

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receive a welcome synthesis in this book. International experts explore the links between the two fields of enquiry, which hitherto, despite their intersecting concerns, have represented separate constituencies, literatures and perspectives. The book provides a much-needed integrated framework of concepts

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and theories which draws on current insights from management cognition, theories of knowledge and learning, management practice and work psychology.

Leading a Diversity Culture Shift in Higher Education offers a practical and timely guide for launching,

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implementing, and institutionalizing diversity organizational learning. The authors draw from extensive interviews with chief diversity officers and college and university leaders to reveal the prevailing models and best practices for strengthening diversity practices within the higher education community today.

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They complement this original research with an analysis of key contextual factors that shape the organizational learning process including administrative leadership, institutional mission and goals, historical legacy, geographic location, and campus structures and politics. Given the substantive challenge

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of engendering a cultural shift for diversity in a university setting, this book will serve as a concrete primer for institutions seeking to develop a systematic and progressive approach to diversity organizational learning. Readers will be able to engage with provocative case studies that grapple with

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the current pressures emanating from diversity training and learn effective strategies for creating more inclusive environments. This book is a perfect resource for institutional leaders, administrators, faculty members, and key campus constituencies who are seeking transformational change, institutional

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success, and stability in a rapidly diversifying national and global environment.

Offers guidance in the use of behavioral-science principles and research to improve the effectiveness of organizational systems in meeting their objectives.

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On Organizational

Learning Organizational Learning A

*Theory of Action Perspective Addison-
Wesley*

Putting Theory into Practice

*Organizational learning in tourism and
hospitality crisis management*

Displacement of Concepts

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Organizational Learning and the Learning Organization

Revisiting the Classics and Advancing Knowledge

Strategy, Change, and Defensive Routines

Organizational Learning in Asia: Issues and Challenges

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addresses important and pressing questions on organizational learning in Asia in both domestic and foreign firms—those that have been forgotten in the mainstream literature or that remain unasked and

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unanswered. Three sets of questions are especially salient. First, how can firms operating in, or from, Asia detect, respect, recognize, and honor different cultural stances on suggestion-giving,

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knowledge sharing, and standardization while also challenging accepted wisdom, avoiding risks and mistakes, and voicing disagreement? Second, how can such firms facilitate local experimentation and

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innovation by providing a common knowledge platform in a non-totalitarian manner? Finally, how can such forums promote 'reverse' knowledge transfer from subsidiary to headquarters and across subsidiaries in different

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nations by avoiding ethnocentricity, cultivating local talent, and building a group of 'communities of practice' across cultural and status boundaries?

Addresses important and pressing questions about

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organizational learning in Asia for both domestic and foreign firms Explores how such firms can facilitate local experimentation and innovation Promotes 'reverse' knowledge transfer from subsidiary, to

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headquarters, and across subsidiaries in different nations

Traditionally, organizations and researchers have focused on learning that occurs through formal training and development programs.

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However, the realities of today's workplace suggest that it is difficult, if not impossible, for organizations to rely mainly on formal programs for developing human capital. This volume offers a broad-

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based treatment of autonomous learning to advance our understanding of learner-driven approaches and how organizations can support them. Contributors in industrial/organizational psychology, management,

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education, and entrepreneurship bring theoretical perspectives to help us understand autonomous learning and its consequences for individuals and organizations. Chapters consider informal learning,

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self-directed learning, learning from job challenges, mentoring, Massive Open Online Courses (MOOCs), organizational communities of practice, self-regulation, the role of feedback and errors, and how

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to capture value from autonomous learning. This book will appeal to scholars, researchers, and practitioners in psychology, management, training and development, and educational psychology.

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A framework for
organizational learning;
Limited learning systems;
Organizational learning;
Partial models of
intervention; Comprehensive
intervention.

"From the perspective of

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behavioural science, this book systematically investigates organizational learning in Chinese organizations over the past 20 years. The findings contribute to the theory and practice of organizational

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learning and give insights into the construction of learning organizations.

Revisiting existing studies on organizational learning, the author reconceptualises organizational learning and constructs an integrative

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model, which is corroborated and then supplemented by empirical research. Based on samples and materials from 3000 managers and employees in organizations from all over China, the book further elaborates this integrative

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model covering the pivotal structure, trans-level functions and generative mechanisms that figure prominently in organizational learning in Chinese organizations. This framework helps enhance the

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organizational learning ability and the establishment of a culture of learning, while offering possible directions for updating research methods and a stereoscopic theory of organizational learning. The

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book will be a good reference for business management practitioners, students and academics interested in organizational behaviour, human resource management and strategy management" --

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Facilitating Organizational
Learning

The Individual and
Organization

Beyond the Learning

Organisation: Paths of

Organisational Learning in
the East German Context

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Organizational Learning in Asia

Improving Learning, Teaching, and Leading in School Systems

Comprehensive Organizational Learning Strategies

A Comprehensive Method, Tools,

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and Techniques for Building Sound Theory Richard Swanson and Thomas Chermack present a complete five-step approach for developing sound theory in applied disciplines, from conceptualizing a theory to creating relevant

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assessment criteria, establishing a research agenda to test the theory's validity, applying the theoretical concepts in the real world, and using that experience to further refine and improve the theory. The method is not

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restricted to any single discipline, nor is it limited by any research ideology. The authors provide a set of tools for each phase of the process, making this book accessible to a wide audience. And in addition to examples in each

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chapter, they offer two extended case examples of full theory building.

The concept of the 'learning organization' is one of the most popular management ideas of the last few decades. Since it was

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conceived as an idea in its own right, it has been given various definitions and meanings, such that we are still faced with the question as to whether any unified understanding of what the learning organization really is can

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be established. This Handbook offers extensive reviews of both new and traditional perspectives on the concept and provides suggestions for how the learning organization can best be defined, practiced, studied, and developed

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in future research. With contributions from long-standing scholars in the field as well as those new to the area, this book aims to bridge the gap between traditional and more critical perspectives, and in doing so find

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alternative features and angles to take the idea forward. In addition to elaborating on and developing older definitions of the learning organization and suggesting updated and even new definitions, the chapters also provide focused

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explorations on pertinent aspects of the learning organization such as ambidexterity, gender inclusivity, and systems thinking. They also survey organizations that have made efforts towards becoming learning organizations,

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how the learning organization can best be measured and studied, and the universality of the idea itself. Some of the questions raised in this book are answered, or at least given tentative answers, while other questions are

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left open. In this way, the book has the ambition to take the learning organization an important step further, whilst having no intentions to take any final step; instead, the intention is that others will endeavour to continue where this

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book stops.

This title was first published in 2000. In contemporary management literature, the idea that managers and organizations should learn and provide widespread capabilities for

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learning to learn is gaining popularity. Some see reflexive thinking and learning as being the proper response to the transformation of industrial society. However, this study is not concerned too much with the

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reasons for learning, but is more about how actors and groups of actors actually learn and the resources at their disposal for learning. The study aims to show that differences in social context do matter, and analyzes the

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organizational learning process in the political and social transformation of East Germany. The fourth in the readers' series Resources for the Knowledge-Based Economy, The Strategic Management of Intellectual Capital

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analyzes the link between the strategic and operational roles of intellectual capital in the organization. The Strategic Management of Intellectual Capital is the perfect resource for the growing number of companies

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pursuing a strategic approach to managing their intellectual capital and harnessing and leveraging their knowledge, experience, and expertise more systematically to attain a competitive advantage.

Volume One

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Developments in Theory and
Practice

A Study of the Nature of
Organization and the Fusion
Process

The Evolution of a Manufacturing
System at Toyota

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The Art & Practice of The Learning Organization

Individual and Organizational

What is the true source of a firm's long-term competitive advantage in manufacturing? Through original field studies, historical

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research, and statistical analyses, this book shows how Toyota Motor Corporation, one of the world's largest automobile companies, built distinctive capabilities in production, product development, and supplier management.

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Fujimoto asserts that it is Toyota's evolutionary learning capability that gives the company its advantage and demonstrates how this learning is put to use in daily work.

A three-pronged approach to

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overcoming mediocrity, presented by one of the nation's top business theorist. Replete with case examples, this book details how employee reasoning, learning and action--properly developed--can counteract the self-defeating

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behavior affecting many organizations.

Knowledge Management, Organizational Intelligence and Learning, and Complexity is the component of Encyclopedia of Technology, Information, and

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Systems Management Resources in the global Encyclopedia of Life Support Systems (EOLSS), which is an integrated compendium of twenty one Encyclopedias. The Theme on Knowledge Management, Organizational

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Intelligence and Learning, and Complexity in the Encyclopedia of Technology, Information, and Systems Management Resources provides the latest scientific insights into the evolution of complexity in both the natural and

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social realms. Emerging perspectives from the fields of knowledge management, computer-based simulation and the organizational sciences are presented as tools for understanding and supporting this

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evolving complexity and the earth's life support systems. These three volumes are aimed at the following a wide spectrum of audiences from the merely curious to those seeking in-depth knowledge: University and

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College students Educators,
Professional practitioners,
Research personnel and Policy
analysts, managers, and decision
makers and NGOs.

MORE THAN ONE MILLION
COPIES IN PRINT • “One of the

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seminal management books of the past seventy-five years.”—Harvard Business Review This revised edition of the bestselling classic is based on fifteen years of experience in putting Peter Senge’s ideas into practice. As

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Senge makes clear, in the long run the only sustainable competitive advantage is your organization's ability to learn faster than the competition. The leadership stories demonstrate the many ways that the core ideas

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of the Fifth Discipline, many of which seemed radical when first published, have become deeply integrated into people's ways of seeing the world and their managerial practices. Senge describes how companies can rid

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themselves of the learning blocks that threaten their productivity and success by adopting the strategies of learning organizations, in which new and expansive patterns of thinking are nurtured, collective aspiration is

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set free, and people are continually learning how to create the results they truly desire.

Mastering the disciplines Senge outlines in the book will: •

Reignite the spark of genuine learning driven by people focused

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- on what truly matters to them
- Bridge teamwork into macrocreativity
- Free you of confining assumptions and mindsets
- Teach you to see the forest and the trees
- End the struggle between work and

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personal time This updated edition contains more than one hundred pages of new material based on interviews with dozens of practitioners at companies such as BP, Unilever, Intel, Ford, HP, and Saudi Aramco and

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organizations such as Roca, Oxfam, and The World Bank.

Increasing Professional Effectiveness

Building a Multilevel Approach On Organizational Learning Theory Building in Applied

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Disciplines

Handbook of Organizational
Learning and Knowledge
Management

The Strategic Management of
Intellectual Capital

Uncovering roadblocks to

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improvement; Diagnosing and intervening in the organization; Using key learnings to solve problem situations.

The fully revised and updated version of this successful Handbook is welcomed by management scholars

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world-wide. By bringing together the latest approaches from the leading experts in organizational learning & knowledge management the volume provides a unique and valuable overview of current thinking about how organizations accumulate 'knowledge'

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and learn from experience. Key areas of update in the new edition are:

- Resource based view of the firm
- Capability management
- Global management
- Organizational culture
- Mergers & acquisitions
- Strategic management
- Leadership

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The emphasis on organizational change in the corporate life of recent years-including job redesign, autonomous groups, high performance work systems, and the redesign of control systems-owes a great deal to the pioneering work of Chris Argyris. This

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book examines how individuals in organizations can become more effective, in turn making organizations more effective. It explores the conventional pyramidal structure of organizations, in which there is top-down control by managers over

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workers, and examines their negative consequences. These include organizational injustice and eventually irrational decision-making. Argyris also discusses the characteristic learning system of the modern organization, which he describes as "single-loop" in

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character. This system, he argues, is only adequate enough to permit the organization to implement existing policies. It does not permit the more difficult and comprehensive task of questioning underlying goals and assumptions, which he terms "doubt

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loop" learning. In this kind of learning, the organization is able to confront the more difficult problems that affect organizations in a time of transition. In his new introduction, Argyris reviews the strengths and limitations of the argument advanced in Integrating the

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Individual and the Organization. He describes why the pyramidal structure endures, and why creating a self-learning organization is an even more challenging task than he has imagined. The book will be of interest to professionals with a long-standing

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interest in organizational development as well as those just entering the field, managers confronting the challenge of organization change, and researchers in organizational behavior and theory.

The Organizational Learning Cycle was the first book to provide the theory that

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underpins organizational learning. Its sophisticated approach enabled readers to not only understand how, but more importantly why, organizations are able to learn. This new edition takes the original concepts and theories and shows how they might, and are, being

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put into action. With five new or completely revised chapters, Nancy Dixon describes the kind of infrastructure organizations need to put in place; there are examples of knowledge databases, whole systems in the room processes and after-action

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reviews originating from organizations that are making real progress with these ideas. A clearer relationship between organizational learning and more participative forms of organizational governance is drawn, along with responsibilities that employees need to

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take on to enable, and partake in, collective learning. With new case material from BP, the US Army, Ernst and Young, and the Bank of Montreal, for example, this book shows how you can make use of the collective reasoning, intelligence and knowledge

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of the organization and channel it into
its ongoing and future development.

Overcoming Organizational Defenses

Integrating the Individual and the
Organization

Autonomous Learning in the
Workplace

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Issues and Challenges

A Guide to Overcoming Barriers to Organizational Change

We live in an uncertain world characterized by the occurrence of unexpected incidents in different corners

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of the globe which can have widespread adverse consequences. It is therefore vital to be prepared for, and attempt to prevent or mitigate the negative effects of such crises through crisis management tools and organizational learning practices.

According to the current literature, the tourism and hospitality industry has been

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exposed to dramatic impacts from human-induced crises and natural disasters during past decades. The repercussions are manifested in the form of business failure, economic losses, tarnished destination image, physical damage to infrastructure and facilities, psychological effects, and other undesirable outcomes.

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Many of these crisis events are recurrent and their effects can be averted or ameliorated through practicing organizational learning and engaging in preparation activities. However, limited attempts have been made by industry players to detect early warning signals, learn from crises and prepare for the next

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ones. Despite the important contributions in terms of 'lessons learned' from historical analyses, they usually provide little information on how tourism organizations facing the crisis attempted to manage it proactively and what they did reactively (Paraskevas and Quek, 2019). Comprehensive sources in this field is thus

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necessary to fill this gap. Few research studies are available to discuss organizational learning in the process of tourism crisis management. A comprehensive collection of book chapters concentrating on both theory and practice will shed some light on this issue and propose recommendations for future

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investigation. Hence, the aim of this publication is to discover various aspects of organizational learning in tourism and hospitality crisis management and discuss future prospects. The book will be the main resource for future research in the field of tourism crisis management and organizational learning. There would be

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several reasons for such demand. First, this subject is relatively new in the hospitality and tourism field, covering many critical aspects of organizational learning in tourism crisis management. This novelty and in-depth discussions of practical lessons across the globe could be of great interest to both academics and

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practitioners alike. In recent years, many tourism and hospitality firms have applied the essence of crisis management and organizational learning in their contingency planning and crisis management frameworks. Tourism and hospitality managers have fully realized the importance of learning from previous

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crises and thus applied these learning strategies in their preparation programs. Therefore, they would be very eager more than before to use this material and recommend it to colleagues, employees, etc. Another potential demand would be academics, students and researchers in the both fields of organizational learning and

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tourism crisis management. Most universities and tourism institutions either directly or indirectly have developed new curriculums on tourism crisis management at Masters and PhD levels with special focus on organizational learning and preparation. This book will be of great interest for these people as previous

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resources are relatively outdated and furthermore, they did not cover the subject of organizational learning in details.

This handbook is currently in development, with individual articles publishing online in advance of print publication. At this time, we cannot add information about unpublished articles in

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this handbook, however the table of contents will continue to grow as additional articles pass through the review process and are added to the site. Please note that the online publication date for this handbook is the date that the first article in the title was published online. Organizational learning is an area of

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study that focuses on models and theories about the way an organization learns and adapts. This volume investigates how various global and regional intergovernmental organizations, states and national bureaucracies, as well as nongovernmental organizations, exploit experience and knowledge to change their

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understanding of the world, their policies and their behaviours. Drawing upon and synthesizing organizational, social and individual-level learning theories, the cases explicate various learning processes, learning by illicit actors, and deterrents to organizational learning. The twelve case studies of this volume consider

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organizational learning associated with multiple issue areas including the United States embargo against Cuba, food security in the European Union, the Russian energy sector, Colombian drug trafficking, terrorist groups, the Catholic Church, and foreign aid agencies. Based entirely on original research, the volume

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is relevant to international relations, comparative politics, organizational sociology and policy studies.

`A valuable resource for academics and practitioners in management and corporate strategy, as well as those involved in mangement training and development' - European Foundation for

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Management Development 'The editors' overall assessment is that there has been insufficient dialogue between the two camps of action research and theorizing.... As a contribution to mapping this divided house, the text is an apt illustration of these problems. The editor's overview is of interest...' - Stephen Gibb, University of

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Strathclyde, MCB University Press The debates surrounding concepts of 'organizational learning' and the 'learning organization' receive a welcome synthesis in this book. *Inte*
A Behavioral Science View
Organization of a Bank
The Oxford Handbook of the Learning

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Organization

Organizational Learning in China

Essential Readings in Management

Learning

The Fifth Discipline

"This book is a landmark in two fields. It is a

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practical guide to the reform of professional education. It is also a beacon to theoretical thinking about human organizations, about their interdepAndence

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with the social
structure of the
professions, and about
theory in practice." --
Journal of Higher
Education
Volume One of the

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Classics of Comparative Policy Analysis, "Theory and Methods in Comparative Policy Analysis Studies" includes chapters that apply or further theory

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and methodology in the comparative study of public policy, in general, and policy analysis, in particular. Throughout the volume the chapters engage in

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theory building by assessing the relevance of theoretical approaches drawn from the social sciences, as well as some which are distinctive to policy

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analysis. Other chapters focus on various comparative approaches based on developments and challenges in the methodology of policy analysis. Together, this

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collection provides a comprehensive scholastic foundation to comparative policy analysis and comparative policy studies. "Theory and Methods in

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Comparative Policy

Analysis Studies" will
be of great interest to
scholars and learners of
public policy and social
sciences, as well as to
practitioners

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considering what can be learned or facilitated through methodologically and theoretically sound approaches. The chapters were originally published as articles in

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the Journal of
Comparative Policy
Analysis which in the
last two decades has
pioneered the
development of
comparative public

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policy. The volume is part of a four-volume series, the Classics of Comparative Policy Analysis including Theories and Methods, Institutions and

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Governance, Regional
Comparisons, and Policy
Sectors. Each volume
showcases a different
new chapter comparing
domains of study
interrelated with

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comparative public
policy: political
science, public
administration,
governance and policy
design, authored by the
JCPA co-editors

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Giliberto Capano, Iris Geva-May, Michael Howlett, Leslie A. Pal and B. Guy Peters.
A conceptual and practical toolkit for creating learning

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processes with the help of interventions in workplaces, schools and communities.

This book presents a solid, research-based conceptual framework

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that demystifies organizational learning and bridges the gap between theory and practice. Using an integrative approach, authors Raanan Lipshitz,

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Victor Friedman and Micha Popper provide practitioners and researchers with tools for understanding organizational learning under real-world

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conditions.

The Organizational

Learning Cycle

Discussing the

Undiscussable

Leading a Diversity

Culture Shift in Higher

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Education

Making Sense of

Organizational Learning

Organizational Learning

Studies in Expansive

Learning

Tavistock Press was established as a

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co-operative venture between the Tavistock Institute and Routledge & Kegan Paul (RKP) in the 1950s to produce a series of major contributions across the social sciences. This volume is part of a 2001 reissue of a selection of those

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important works which have since gone out of print, or are difficult to locate. Published by Routledge, 112 volumes in total are being brought together under the name The International Behavioural and Social Sciences Library: Classics from the

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Tavistock Press. Reproduced here in facsimile, this volume was originally published in 1963 and is available individually. The collection is also available in a number of themed mini-sets of between 5 and 13 volumes, or as a complete collection.

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This innovative book about organizational learning in K–12 settings reshapes the way teachers and administrators think about people, practices, and policies while providing a compelling roadmap for transformation from within today's

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school systems.

This volume brings together some of the best writing published in the journal Management Learning since its re-launch under this title in 1994. The selection very much reflects the mission of the journal to act as a

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showcase for innovative, international and interdisciplinary work which covers a wide gamut of issues connected to management, organizations, learning and knowledge. The field of management learning, widely drawn in this way,

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brings together some of the key preoccupations within several areas of management, organization studies and social science more generally. Learning and knowledge have become central themes within thee areas for several reasons, both

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practical and theoretical. These include the way that organizational learning is seen as a key source of competitive advantage, and the wider analysis that individuals and organizations now inhabit a 'knowledge economy'. Theoretically,

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recent years have seen emerging understandings of the social significance of 'communities of practice', whilst learning in its many manifestations is increasingly seen as being imbricated in issues of power. This latter points to one of the

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particular areas which has been a focus for the journal, namely more critically orientated approaches to management learning. This collection provides readings grouped under six key headings which reflect where some of the most influential and

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provocative work in the field has been done over recent years, namely:

- Organizational Learning and Learning Organizations - Individual Learning - Critical Approaches to Management Education and Learning*
- Pedagogical Practice - Globalization*

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*and Management Learning - Beyond
Management Learning Along with an
editorial introduction, this volume will
provide a unique and invaluable
resource for anyone studying or
researching management learning
and cognate areas, by bringing*

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together some of the best peer-reviewed work in the field.

*Since his 1990 landmark book **Overcoming Organizational Defenses**, Chris Argyris has extensively researched and written about how well-meaning, smart people create*

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*vicious cycles of defensive behavior to protect themselves from embarrassment and threat. In **Discussing the Undiscussable**, Bill Noonan enlivens the scholarly work of Chris Argyris through the use of reflective exercises and easy-to-read*

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chapters that illuminate the basic human experience endemic to the creation of defensive routines. This book offers hope for altering organizational defensive routines by leveraging the greatest opportunity for change—the way we think and act.

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Discussing the Undiscussable provides a set of practical “how to do” exercises for detecting, surfacing, and discussing organizational defensive routines in a safe and productive way. The combination of text, business fable, and interactive and

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reflective exercises is versatile in its application to both individuals and groups. The companion DVD contains video vignettes of the book's business fable where the actors model both defensive routines and virtuous cycles of behavior. Readers will

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instantly recognize what has long been going on in the workplace, and will be able to develop the skills to talk about it productively.

The Oxford Handbook of Group and Organizational Learning

Demystifying Organizational

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Learning

*Reasoning, Learning, and Action
Knowledge for Action*

*A Theory of Action Perspective
How We Can Learn Collectively*

**The central assumption that
guides this book is that**

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research and practice about learning at the workplace has recently lost its critical edge. This book explores what has happened to workplace learning and organizational learning and studies what has

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replaced it. In addition, the book discusses to what extent there are reasons to revitalize it. Today, themes such as 'innovation', 'co-creation' and 'knowledge sharing' seem to have become

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preferred and referred to as theoretical fields as well as fields of practice. In several chapters of this book it is argued that the critical power of learning could be regained by starting a new discussion

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of how these new fields of practice can be substantiated by topics such as learning arrangements, learning mechanisms, and learning strategies. Hence, the aim of this book is to both advance

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***and recapture our knowledge
of learning in today's
increasingly complex world of
work and organizing. The
contributions in this work do
so by revisiting classic
research on workplace and***

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organizational learning and discussing how insights from this body of literature evokes new meaning. It sets the stage for new agendas and rethinks current practices that are entangled in activities such as

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innovation, co-creation, knowledge sharing or other currently widespread fields of practice.

The ability of a business to engage in real organizational learning and to do so faster

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and in a more sustainable way than its competitors is being increasingly seen as an essential component of success. In Making Sense of Organizational Learning, Cyril Kirwan examines the wide

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range of factors necessary to create and sustain organizational learning and knowledge at all levels. At the individual level, the generation of continuous learning opportunities and reflection on

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experiences are critically important. At the team level, it's about encouraging collaboration, team learning and the sharing of knowledge. At the organizational level, the emphasis is on building

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systems to capture and share knowledge and providing strategic leadership for learning. The book shows you how you can best exploit the knowledge that already exists within your organization while

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at the same time develop the capability of the people that work there. It deals in turn with individual learning; learning with others; learning in organizations; and in particular the role of the HR

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***function and of line managers.
Each chapter provides
theoretical background and
real-world examples.
Diagnostic questionnaires,
checklists and other tools are
also included. Making Sense***

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***of Organizational Learning
provides an evidence-based
argument for the adoption of
effective organizational
learning policies and
practices, and offers a real
opportunity to improve***

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***performance. Thinking
practitioners working in and
around learning and
development or organization
development will find it
invaluable, as will those
undertaking post-graduate***

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***study in HR and related
disciplines.***

***Organizational defences that
exist in most organizations
can inhibit organizational
performance. This book shows
how to diagnose the***

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organization to expose the weaknesses. Each chapter contains advice about how to reduce organizational defences to bring about improved involvement and performance.

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***Paths of Organisational
Learning in the East German
Context
Increasing Leadership
Effectiveness
Organizational Learning in the
Global Context***

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***Some Problems of Mutual
Adjustment***

***A Guide to Overcoming
Defensive Routines in the
Workplace***

***Theory and Methods in
Comparative Policy Analysis***

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