Contents

Questionnaire (ALAO)	
List of contributors Preface by Anders Örtenblad	viii xiii
PART I INTRODUCTION AND BACKGROUND	
1 Introduction: putting the learning organization into context: an emerging research field Anders Örtenblad	3
2 What do we mean by 'learning organization'? Anders Örtenblad	22
3 Putting the learning organization into context: contributions from previous works Anders Örtenblad, Ziyun Fan, Chenghao Peng, Boying Li,	35
Ziyan Li, Xiaoying Cong and Jie Zhou	
4 Contextualizing the learning organization: approaches to research design Anders Örtenblad	51
5 Obstacles to the learning organization David Weir and Anders Örtenblad	68
PART II THE LEARNING ORGANIZATION IN CONTEXT	
Section A Culture and Religion	
6 National culture and the learning organization: an integrative	
framework Pavel Bogolyubov and Mark Easterby-Smith	91
7 Developing learning organizations in China Jacky F. L. Hong, Robin Stanley Snell and Mian Lin	107
8 Learning organization practices in Mexico: an empirical study David Joaquín Delgado-Hernández and	126
Made Torokoff-Engelbrecht 9 Islamic perspective of the learning organization Aini Ahmad	145

Levels of contrate winds in the manual particles and the contrate of the contr

We Renelledok of research on the learning organization

20 Aiternative learning organization

Shift-wei Alsu

Section B Industries and Sectors

10	Learning, trust and change within the Australian Army: the	
	development of the Army Learning Organization	150
	Questionnaire (ALOQ) Many Duchwick Christing Stathand Staven Talkat	159
LELV	Maya Drobnjak, Christina Stothard, Steven Talbot,	
11	Karen E. Watkins and Denise McDowall	170
11	The police force: to be or not to be a learning organization? Cathrine Filstad and Petter Gottschalk	179
12		196
	Carina Abrahamson Löfström	
13	Family firms as learning organizations	210
	Naomi Birdthistle and Thomas N. Garavan	ILG .
14	Universities as learning organizations: internationalization	
	and innovation	227
	Hong T.M. Bui and Yehuda Baruch	
C		
Sec	tion C Mixed Contexts	
15	Public sector organizations as learning organizations:	
	insights from the education system in Pakistan	247
	Muhammad Babur	
16	The learning organization: opportunities and challenges for	
	small and medium-sized enterprises in developing countries	267
	Dima Jamali, Yusuf Sidani and Charissa Lloyd	
DAI	RT III REFLECTIONS ON THE LEARNING	
IA.	ORGANIZATION	
	CRUME and Religion	
17	The universality of learning company principles: a critical	
	realist approach	281
	John Burgoyne	
18	Who is the learning organization for? A stakeholder	
	contingency approach to contextualizing managerial	
	panaceas	289
	Anders Örtenblad	
19	'The learning organization' – drop the dead metaphor!	
	Performing organizing and learning in networks	
	(so to speak)	306
	Chris Blantern, Tom Boydell and John Burgoyne	
20	Alternative learning organization	358
	Shih-wei Hsu	

21	Contextualizing the learning organization: how will it help us learn in the future?	
22	Deborah Ann Blackman Towards a contingency model: recommendations for further research Anders Örtenblad	384
	detaile at hoord Abibbailes, Nweden gad bas a Philipin busies des des des des des des des des des d	
	Abmadeist o Scalous Lochmen in the Cepticolor Middin Langua luman Sciences at Universiti Mulaysia Pahang, She annocklar Pl magement Learning from Lancaster University, UK, Her reseated for the reseated the reseated for the first stress and the first stress and the first stress of the first stress that the first stress is a secure of the first stress that the first stress is a secure of the first stress and the first stress an	
	resistry. Site is interested in intercusciplinary residents in learning of federal successful and carried the federal successful suc	
	In the first professional fine rests of organizational learning outsonders after a meaning outsonal fearning, leaders carried a strategic plantang, social media and social research has been published narionally and internationally.	o bar
	in Business School: Frankly He had belding in Administration Research Applia (UEA), University of Texas at Admyton (UTA), University	Made N
	nterbiery and London Business School, and has published ext in the arcers of global and strategic human resources managera the and contens withing each 200 publishment eliegish former than the stand Organization distingeness and ODE and former than the con- ion standards of binning concurs of the convenience scopers in con-	rioviz Listia) proced
	is interest and the second of the second second second in the particular on how the learning organization can be applied to it. In 2006	
	rozio dano) po (k. 1256 koi danozi) (EFF) istualizade maifordiridiciondi La recejent gliomitiano tidenminori jurino ni returbi sori drosio La recejent de Australian military, with chustaile, kaistant Mospigs	riusi)
	rah Ana Blackman is a Professor of Human Resources Managen Fraculty of Business, Government and Law at the University serra, Australia. Her research focuses upon the role of knowledge.	
	age a releasions visitallities introduces integrated gradulared interestant regions	