

HANDBOOK OF ORGANIZATIONAL
LEARNING AND KNOWLEDGE
MANAGEMENT

SECOND EDITION

Edited by

MARK EASTERBY-SMITH
AND
MARJORIE A. LYLES

©WILEY

A John Wiley and Sons, Ltd, Publication

Contents

1	The Evolving lucid of Organizational Learning and Knowledge Management	1
	MARK. EASTERBY-SMITH AND MARJORIE A. LYLES	
PART 1 DISCIPLINARY PERSPECTIVES		
2	Organizational Learning Viewed from a Social Learning Perspective	23
	UI-RIK BRANDI AND BbNTE KIKJAER	
3	Organizational Learning: The Sociology of Practice	43
	SILVIA GHERARDI	
4	Psychological Perspectives in Organizational Learning: A Four-Qiiadranl Approach	67
	HELKX SHIFION AND ROBERT DEFILLIPPI	
5	Information Technology' and the Possibilities for Knowledge Sharing	83
	NULL HAYES	
6	Knowledge Management: Process, Practice and Web 2.0	105
	MARYAM ALWI AM)JAMI: S S. DENmRD	
7	Knowledge Creation in Firms: An Organizational Economics Perspective	125
	NICOLAIJ. F-c)SS AND VOLKEK MAHXKE	

8	A Framework for Integrating Organizational Learning, Knowledge, Capabilities, and Absorptive Capacity	153
	DUSYA VKRA, MARY CROSSAX, AND MARINA APAYDIN	
PART II ORGANIZATIONAL LEARNING AND LEARNING ORGANIZATIONS		
9	Learning Portfolios: An Alternative to Learning Organizations	183
	ANTHONY J. DIBELLA	
10	Intersubjectivity and Community-Building: Learning to Learn Organizationally	199
	JOSH PLASKOFF	
11	Fads, Fashions, and the Fluidity of Knowledge: Peter Senge's 'The Learning Organization'	225
	MIKE J. K. CALHOON, WILLIAM H. STARBUCK, AND ERIC ABRAHAMSON	
12	The Contribution of Teams to Organizational Learning	249
	KATHRYN S. ROLOFF, ANITA W. WOODRUFF, AND AMY C. EDMONDSON	
13	Absorptive Capacity: Taking Stock of its Progress and Prospects	273
	RAYMOND VAN WIJK, FRANS A.J. VAN DEN BOSCH, AND HENK W. VOLBHRDA	
14	Social Identity and Organizational Learning	305
	JOHN CHILD AND SUZANA RODRIGUES	
15	Organizations, Learning, and Emotion	331
	RUSS VINCE AND YANNIS GABRIEL	
16	Subtle Learning and Organizational Identity as • Enablers of Strategic Change	349
	KEVIN G. GORLEY, DENNIS A. GIOIA, AND RAJIV NAG	
PART III KNOWLEDGE AND ITS MANAGEMENT IN ORGANIZATIONS		
17	Dominant Logic, Knowledge Creation, and Managerial Choice	369
	RICHARD A. BITENS, SZE SZE WONG, AND DANIELA BIJ-VIENER	
18	Informal Knowledge and Innovation	383
	PAUL ALMEIDA, JAN HOHBERGER, AND PEDRO PARADA	

CONTENTS

19	Knowledge Sharing in Organizations: The Role of Communities	403
	GEORC; YON KROGH	
20	Organizational Forgetting	433
	PABLO MARTIN DE HOLANAND NELSON PUIU.IRS	
21	How Should We Understand Tacit Knowledge? A Phenomenological View	453
	HARIDIMOS TSOUKAS	
22	Organizing Knowledge in Social, Alliance, and Organizational Networks	477
	RAYMOND VAN WIJK, FRANS A.J. VAN DEN BOSCH, AND HENK W. VOLBEROA	
23	Knowledge Assets, Capabilities and the Theory of the Firm	505
	DAVID J. TEECE AND ABDULRAHMAN AL-AAU	
24	The Human Side of Dynamic Capabilities: a Holistic Learning Model	535
	GIANMARIO VERONA AND MAURIZIO ZOLLO	
25	Knowledge Structures and Innovation: Useful Abstractions and Unanswered Questions	551
	GAUTAM AHUJA AND ELENA NOVELLI	
PART IV LEARNING AND KNOWLEDGE IN INTERNATIONAL CONTEXTS		
26	The Impact of Intercultural Communication on Global Organizational Learning	581
	SIJU-Y TAYLOR AND JOYCE S. OSIJINP	
27	Collaborating, Learning and Leveraging Knowledge Across Borders: A Meta-Theory of Learning	605
	JANE E. SALK AND BERNARD L. SIMOXIX	
28	Organizational Learning in Asia	635
	ROBIN SNELL AND JACKY HONG	
29	Learning Across Boundaries: The Effect of Geographic Distribution	659
	LINDA ARGOTE, CAROLYN DEXOMME, AND ERICA FLCHS	