
Contents

<i>List of contributors</i>	viii
<i>Preface by Anders Örténblad</i>	xiii

PART I INTRODUCTION AND BACKGROUND

1	Introduction: putting the learning organization into context: an emerging research field	3
	<i>Anders Örténblad</i>	
2	What do we mean by 'learning organization'?	22
	<i>Anders Örténblad</i>	
3	Putting the learning organization into context: contributions from previous works	35
	<i>Anders Örténblad, Ziyun Fan, Chenghao Peng, Boying Li, Ziyan Li, Xiaoying Cong and Jie Zhou</i>	
4	Contextualizing the learning organization: approaches to research design	51
	<i>Anders Örténblad</i>	
5	Obstacles to the learning organization	68
	<i>David Weir and Anders Örténblad</i>	

PART II THE LEARNING ORGANIZATION IN CONTEXT

Section A Culture and Religion

6	National culture and the learning organization: an integrative framework	91
	<i>Pavel Bogolyubov and Mark Easterby-Smith</i>	
7	Developing learning organizations in China	107
	<i>Jacky F.L. Hong, Robin Stanley Snell and Mian Lin</i>	
8	Learning organization practices in Mexico: an empirical study	126
	<i>David Joaquín Delgado-Hernández and Made Torokoff-Engelbrecht</i>	
9	Islamic perspective of the learning organization	145
	<i>Aini Ahmad</i>	

Section B Industries and Sectors

- 10 Learning, trust and change within the Australian Army: the development of the Army Learning Organization Questionnaire (ALQQ) 159
Maya Drobnjak, Christina Stothard, Steven Talbot, Karen E. Watkins and Denise McDowall
- 11 The police force: to be or not to be a learning organization? 179
Cathrine Filstad and Petter Gottschalk
- 12 The learning organization in elderly care – can it fit? 196
Carina Abrahamson Löfström
- 13 Family firms as learning organizations 210
Naomi Birdthistle and Thomas N. Garavan
- 14 Universities as learning organizations: internationalization and innovation 227
Hong T.M. Bui and Yehuda Baruch

Section 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

PART III REFLECTIONS ON THE LEARNING ORGANIZATION

- 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 Örténblad
- 19 'The learning organization' – drop the dead metaphor! Performing organizing and learning in networks (so to speak) 306
Chris Blanter, 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?	372
	<i>Deborah Ann Blackman</i>	
22	Towards a contingency model: recommendations for further research	384
	<i>Anders Örténblad</i>	
	<i>Index</i>	397