## Contents

Not	es on the Contributors	VII
	logue: Toward a Comprehensive Theory of Management  Chris Argyris	1
Cor	roduction: Organizational Learning as a Source of inpetitive Advantage in the Edmondson and Betrand Moingeon	7
Par	t 1: Learning Processes and Competitive Advantage	16
1	When to Learn How and When to Learn Why: Appropriate Organizational Learning Processes as a Source of Competitive Advantage  Amy Edmondson and Bertrand Moingeon	17
2	Organizational Learning Style as a Core Capability  Anthony J. DiBella, Edwin C. Nevis and Janet M. Gould	38
3	Competitive Advantage from Tacit Knowledge? Unpacking the Concept and its Strategic Implications  JC. Spender	56
4	Organizations in the Fog: An Investigation into the Dynamics of Knowledge <i>Philippe Baumard</i>	74
Part 2: Organizational Learning and Strategic Capability		92
5	Resources, Capabilities and Competencies  Ashish Nanda	93
6	Core Capabilities and Information Technology: An Organizational Learning Approach Rafael Andreu and Claudio Ciborra	121
7	Organizational Capability as a Source of Profit David Collis	139
Par	t 3: Strategic Change and Organizational Learning	164
8	Developing an Organization Capable of Strategy Implementation and Reformulation: A Preliminary Test Michael Beer, Russell A. Eisenstat and Ralph Biggadike	165
9	Reorganizational Learning: Some Conceptual Tools from Weick's Model of Organizing  J. Douglas Orton	185

10	The Epistemology of Strategic Consulting: Generic	
	Analytical Activities and Organizational Learning	202
	James A. Phills Jr	
Index		225

Organizational Learning and Competitive Advantage

vi