Contents

Appendix of Sources xiii
Editors' Introduction: Exploring the Contested Terrain of HRD – A Review and Research Agenda  David McGuire, Thomas N. Garavan and Larry M. Dooley xxiii

Volume I: The Theoretical Foundations of HRD

Part 1: The Nature of HRD

1. Defining HRD: An Examination of the Underlying Principles of HRD

1. Models for HRD Practice  Patricia A. McLagan 3
3. Commonly Held Theories of Human Resource Development  Lisa A. Weinberger 25
4. A Refusal to Define HRD  Monica Lee 43
6. Shining a Torch on Metaphor in HRD  Darren C. Short 81

Part 2: Learning

2. Theories of Learning

7. Situated Learning: Legitimate Peripheral Participation  J. Lave and E. Wenger 95
8. Communities of Practice: The Organizational Frontier  Etienne C. Wenger and William M. Synder 101
9. Experiential Learning  D.A. Kolb 113
10. Contextual Factors Influencing Informal Learning in a Workplace Setting: The Case of “Reinventing Itself Company”  Andrea D. Ellinger 129
11. How Groups Learn: The Role of Communication Patterns, Cue Recognition, Context Facility, and Cultural Intelligence  Joyce Silberstang and Manuel London 155
3. Adult Learning

12. The Adult Learners: The Definitive Classic in Adult Education and Human Resource Development
   M. Knowles, E.F. Holton and R.A. Swanson 177

13. Toward Development of a Generalized Instrument to Measure Andragogy
   Elwood F. Holton III, Lynda Swanson Wilson and Reid A. Bates 185

14. Updating Our Knowledge of Adult Learning
   Sharan B. Merriam 209

15. Toward a Holistic Theory of Knowledge and Adult Learning
   Baiyin Yang 219

4. Organisational Learning and the Learning Organisation

16. Excerpts from On Organizational Learning
   C. Argyris 241

17. The Fifth Discipline
   P. Senge 255

   Baiyin Yang, Karen E. Watkins and Victoria J. Marsick 263

19. The Relationship between the Learning Organization Concept and Firms' Financial Performance: An Empirical Assessment
   Andrea D. Ellinger, Alexander E. Ellinger, Baiyin Yang and Shelly W. Howton 287

20. Disciplines of Organizational Learning: Contributions and Critiques
   Mark Easterby-Smith 303

21. Towards an Architecture of Organization-led Learning
   Noreen Heraty 331

5. Knowledge Management and Intellectual Capital

22. A Model of Knowledge-Sharing Motivation
   Marylène Gagné 361

23. Knowledge Sharing: A Review and Directions for Future Research
   Sheng Wang and Raymond A. Noe 385

24. The Knowledge Creating Company: How Japanese Companies Create the Dynamics of Innovation
   I. Nonaka and H. Takeuchi 423

25. Knowledge and Organization: A Social-Practice Perspective
   John Seely Brown and Paul Duguid 433

26. The Tacit Dimension
   M. Polanyi 461
6. Strategic HRD

27. Exploring Strategic Maturity in HRD: Rhetoric, Aspiration or Reality? 469
   Martin McCracken and Mary Wallace

28. A Strategic Perspective on Human Resource Development 493
   Thomas N. Garavan

29. Desperately Seeking Alignment: Reflections of Senior Line Managers and HRD Executives 513
   Valerie Anderson

30. Toward a Political Economy Model for Comparative Analysis of the Role of Strategic Human Resource Development Leadership 531
   Lyle Yorks

   Shari L. Peterson

Volume II: HRD in the Organisation

Part 3: Training and Development

7. Training and Development

32. A Review and Critique of Research on Training and Organizational-level Outcomes 3
   Phyllis Tharenou, Alan M. Saks and Celia Moore

33. Development of a Generalized Learning Transfer System Inventory 41
   Elwood E Holton III, Reid A. Bates and Wendy E.A. Ruona

34. Influences of Individual and Situational Characteristics on Measures of Training Effectiveness 67
   John E. Mathieu, Scott I. Tannenbaum and Eduardo Salas

35. Investigation of the Factors That Influence Employees’ Participation in Development Activities 87
   Raymond A. Noe and Steffanie L. Wilk

36. Transfer of Training: A Review and Directions for Future Research 111
   Timothy T. Baldwin and J. Kevin Ford

8. Evaluation

37. Behaviorally Anchored Competencies: Evaluation Tool for Training via Distance 119
   Kim E. Dooley, James R. Lindner, Larry M. Dooley and Meera Alagaraja

   Darlene Russ-Eft and Hallie Preskill