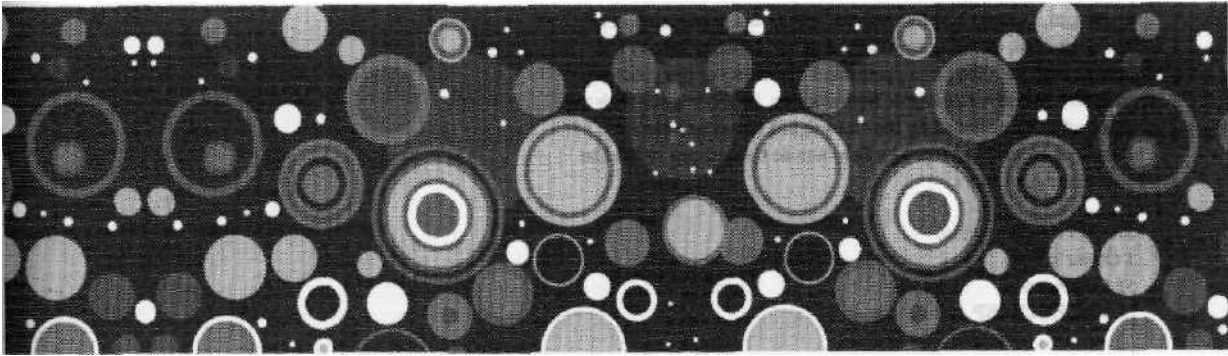


The SAGE
Handbook of
**Management Learning,
Education and
Development**



arA.

1.11 . ' , - .h.

Edited by
**Steven J. Armstrong
and Cynthia V. Fukami**

HOCHSCHULE
LIECHTENSTEIN *>u «-. , •+»
fibliothek

•**SAGE**

LordDn«N»wOalhl* Slngspara • WashtagtonDC

Contents

Foreword		
List of Contributors		xiii
1 Past, Present and Future Perspectives of Management Learning, Education and Development <i>Steven J. Armstrong and Cynthia V. Fukami</i>		
PART I MANAGEMENT LEARNING: THEORETICAL ASPECTS OF LEARNING AND KNOWLEDGE AQUISITION		23
2 The Nature of Knowledge and <i>Knowing</i> in the Context of Management Learning, Education and Development <i>Robert Chia</i>		25
3 Experiential Learning Theory: A Dynamic, Holistic Approach to Management Learning, Education and Development <i>Alice Y Kolb and David A. Kolb</i>		42
4 Collective Learning and Knowledge Transfer <i>Gabriele Lakomski</i>		
5 Reflection, Reflective Practice and Organizing Reflection <i>Russ Vince and Michael Reynolds</i>		89
6 Critical Management Education Beyond the Siege <i>David M. Boje and Khadija Al Arkoubi</i>		104
7 Collaborative Learning <i>Vivien E. Hodgson</i>		126
8 State of the Art: Ethics and Learning <i>Charles J. Fornaciari and Kathy Lund Dean</i>		MI
9 Developing Leaders: Teaching about Emotional Intelligence and Training in Emotional Skills <i>Neal M. Ashkanasy, Marie T. Dasborough and Kaylene W. Ascough</i>		

PART II	MANAGEMENT EDUCATION: IN A FORMAL LEARNING CONTEXT	185
10	Artful Teaching: Using the Visual, Creative and Performing Arts in Contemporary Management Education <i>Joan V. Gallos</i>	187
11	Technology in the Classroom <i>T. Grandon Gill</i>	213
12	Distance Learning and Web-Based Instruction in Management Education <i>7. B. Arbaugh and S. S. Warell</i>	231
13	Learning-Centered Course Design <i>David A. Whetten, Trav D. Johnson and D. Lynn Sorenson</i>	255
14	Mentoring Ph.D. Students within an Apprenticeship Framework <i>Gerald R. Ferris, Pamela L Perrewe and M. Ronald Buckley</i>	271
15	Diversity in the Context of Lifelong Learning <i>* Myrtle P. Bell, Mustafa F. Ozbilgin and Mine Karatas-Ozkan</i>	288
16	Cognitive Styles and Learning Strategies in Management Education <i>Eugene Sadler-Smith</i>	301
17	Building Learning Teams: The Key to Harnessing the Power of Small Groups in Management Education <i>Larry Michaelsen, Tim O. Peterson and Michael Sweet</i>	325
18	Problem-Based and Project-Based Learning Approaches: Applying Knowledge to Authentic Situations <i>Robert DeFillippi and Richard G. Milter</i>	344
19	Assessment and Accreditation in Business Schools <i>Robert S. Rubin and Kathryn Martell</i>	364
20	The Research-Teaching Nexus: Tensions and Opportunities <i>Roy J. Lewicki and James R. Bailey</i>	385
	i	
PART III	MANAGEMENT DEVELOPMENT: NON-CREDIT-BASED LEARNING	403
21	Reflexivity, Learning and Reflexive Practice <i>Ann L. Cunliffe</i>	405
22	Action Learning and Related Modalities <i>Joseph A. Raelin</i>	419

CONTENTS

23	Developing Emotional, Social and Cognitive Intelligence Competencies in Managers and Leaders	439
	<i>Richard E. Boyatzis</i>	
24	A Framework for Leadership Development	456
	<i>George A. Hrivnak Jr., Rebecca J. Reichard and Ronald E. Riggio</i>	
25	Coaching and Mentoring in Support of Management Development	476
	<i>David Clutterbuck</i>	
26	Rethinking the Role of Management Development in Preparing Global Business Leaders	497
	<i>Kathryn Aten, Luciara Nardon and Richard M. Steers</i>	
27	Community of Practice or Practices of a Community?	514
	<i>Silvia Gherardi</i>	
28	Assessment and Accreditation of Non-Formal Management Education and Development Programmes	531
	<i>Lichia Yiu and Raymond Saner</i>	
29	The Pluralistic Future of Management Education	547
	<i>James O'Toole</i>	
	Index	559