# List of Figures

## Chapter-1

- Figure 1: Need for a Learning Organization ................................................................. 2
- Figure 2: Interrelated components of an Effective Organization ..................................... 4
- Figure 3: Learning Organization Discipline .................................................................... 5
- Figure 4: Organizational Learning Theory ...................................................................... 5
- Figure 5: The Learning Organization Components .......................................................... 6
- Figure 6: Learning Organization Disciplines ................................................................... 13
- Figure 7: Personal Mastery ............................................................................................. 13
- Figure 8: Implementation of LO ...................................................................................... 17
- Figure 9: Business Outcomes achieved by implementing LO ........................................ 18
- Figure 10: Industrial vs. Learning Paradigm ................................................................. 21
- Figure 11: High-Impact Learning Organization Maturity Model .................................... 22
- Figure 12: Learning Organization Ecosystem ................................................................... 23
- Figure 13: LO Disciplines solve the business problems ............................................... 26

## Chapter-3

- Figure 14: Research Methodology ................................................................................. 71
- Figure 15: Types of Research ......................................................................................... 73
- Figure 16: Types of Variables ......................................................................................... 74
- Figure 17: Impact of independent variables on dependent variables ............................. 74
- Figure 18: Research Design ............................................................................................ 75
- Figure 19: Map- Pune Region ......................................................................................... 82
- Figure 20: Sampling Methods ........................................................................................ 83
- Figure 21: Sampling Design Process ............................................................................. 84
- Figure 22: Classification of Survey Data (Masses) as per type of industries ................. 85
- Figure 23: Classification of Survey Data (Classes) as per type of industries .................. 86
- Figure 24: Data Collection Methods ............................................................................. 88
- Figure 25: Validity and reliability .................................................................................. 90
- Figure 26: Cronbach Alpha ............................................................................................ 91
- Figure 27: Survey Data – Masses (Junior and Mid-Level Managers) .............................. 95

## Chapter-4

- Figure 28: Importance of Data Analysis ....................................................................... 102
- Figure 29: Discipline wise survey response from Masses ............................................ 107
- Figure 30: Survey Response Overview ......................................................................... 107
- Figure 31: LO Disciplines in both industries- Manufacturing and Services ................. 111
- Figure 32: LO Disciplines practiced in Manufacturing Industry ...................................... 112
- Figure 33: LO disciplines practiced in Services Industry ............................................. 113
Chapter 2
Table 1: Comparison between Manufacturing and Services Industry ........................................66

Chapter 3
Table 2: Investment brackets and employee strength of MSME’s ........................................80
Table 3: Classification of Survey Data from Masses .................................................................84
Table 4: Classification of survey data (Masses) as per type of industry ..................................85
Table 5: Classification of survey data (Classes) ...........................................................................85
Table 6: Classification of survey data (Classes) as per type of industry .....................................86
Table 7: Classification of Survey Data from Masses .................................................................87
Table 8: Classification of Survey Data from Classes .................................................................87
Table 9: Reliability Coefficient for Classes (Top Management Executives) ...............................91
Table 10: Reliability Coefficient for Masses (Mid-Level Managers and Juniors) ....................92
Table 11: Classification of Survey Questions based on LO disciplines ..................................93
Table 12: Snapshot of Data collected from Masses .................................................................95
Table 13: Snapshot of Data collected from Classes .................................................................96
Table 14: Consolidation of responses from Classes .................................................................96
Table 15: Sample of Coding the data collected from Masses ................................................98

Chapter 4
Table 16: Survey Details of Masses .........................................................................................103
Table 17: Subtypes of Industries under Manufacturing Sector ................................................105
Table 18: Subtypes of Industries under Services Sector ........................................................106
Table 19: Response to the questionnaire by masses as per discipline wise question distribution .................................................................106
Table 20: Response to the questionnaire - detail analysis as per the response ......................109
Table 21: Overall response from the survey (Manufacturing and Services Industries) ........111
Table 22: Survey Responses from respondents Manufacturing Industry ..............................111
Table 23: Survey Responses Services Industry .......................................................................112
Table 24: Survey Details from Classes ...................................................................................118
Table 25: Manufacturing Organizations who participated in the survey .................................123
Table 26: Services Organizations who participated in the survey ........................................126
Table 27: Manual Analysis of responses from Manufacturing and Services Industry ...........127
Table 28: Defining Data set in SPSS Ver.20 ...........................................................................128
Table 29: Re-coding of Discipline-Id variable in SPSS .........................................................128
Table 30: Data Validation Report in SPSS Ver.20 ...................................................................129
Table 31: Frequency Report in SPSS Ver.20 ..........................................................................130
Table 32: Statistical Analysis of responses from Manufacturing & Services

Industries.................................................................................................................. 131
Table 33: Significance Report in SPSS Ver.20.......................................................... 132
Table 34: Defining Data set in SPSS Ver.20............................................................. 134
Table 35: Re-coding Data set in SPSS Ver.20........................................................... 134
Table 36: Frequency Analysis in SPSS Ver.20......................................................... 135
Table 37: Manual Analysis of Responses Manufacturing Industry....................... 135
Table 38: Descriptive Statistics in SPSS Ver.20....................................................... 136
Table 39: Frequency Analysis in SPSS Ver.20 of responses from Manufacturing

Industry.................................................................................................................... 137
Table 40: Statistical Analysis of response for Manufacturing Industries................. 138
Table 41: Significance Table from SPSS Ver. 20 for responses from Manufacturing

Industry.................................................................................................................... 139
Table 42: Descriptive Statistics of responses Services Industry............................. 142
Table 43: Statistical Analysis- Consolidation of responses from Services Industry... 143
Table 44: Frequency Analysis of responses from Services Industry....................... 144
Table 45: Statistical Analysis of Survey Responses from Services Industry........... 145

Chapter 5

Table 46: Shared Vision Checklist ........................................................................... 177
Table 47: Personal Mastery Discipline Checklist..................................................... 179
Table 48: Systems Thinking Discipline Checklist.................................................... 181
Table 49: Mental Models Discipline Checklist......................................................... 183
Table 50: Team Learning Discipline Checklist......................................................... 185
Table 51: Organizational Culture Discipline Checklist............................................. 187
Table 52: Knowledge Management Discipline Checklist........................................ 189