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Sommario/riassunto	Although organizational learning occurs through individuals, it would be a mistake to conclude that organizational learning is nothing but the cumulative result of their members' learning. Organizations do not have brains, but they have cognitive systems and memories. A device cited in this literature as an important tool for organizational learning is the "Strategic Alliance" – an important element of contemporary firms' competitive strategies. This paper attempts to look at the

phenomenon of inter-organizational learning through the socio-cultural-historical lens of Vygotsky and hopes to a

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