The Third European Conference on
Organizational Knowledge, Learning, and Capabilities

OKLC 2002 5-6 April 2002, Athens, Greece

hosted by ALBA Athens Laboratory of Business Administration 10 YEARS

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Conference Program

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Timetable

Friday 5 April 2002

09:30 - 10:00	Welcome addresses Haridimos Tsoukas & Nikolaos Mylonopoulos, Conference Co-organizers Professor Nickolaos Travlos, The Kitty Kyriacopoulos Chair in Finance, Dean, ALBA
10:00 - 10:50	Distinguished Guest Speaker: "Sustainable Development 2010: The Way Towards the Knowledge Society", Mr. Akis Tsochatzopoulos, Minister of Development
10:50 - 11:50	Keynote Address: "Double-Loop Learning and Implementable Validity", Professor Chris Argyris
11:50 - 12:10	Coffee Break
12:10 - 13:00	Keynote Address: "The Knowledge-Based View of the Firm: A Review and Appraisal", Professor Howard Thomas and Professor John McGee
13:00 - 14:20	Lunch
14:30 - 15:20	Keynote Address: "Knowledge in Theories of Adaptation and Innovation: Operationalizing Knowledge in Evolutionary Economics", Professor Arie Y. Lewin and Dr. Silvia Massini
15:30 - 17:00	Parallel Sessions
17:00 - 17:20	Coffee Break
17:30 - 19:30	Parallel Sessions
21:00	Gala Dinner, The Byzantine Estate (Ktima Nasioutzik)

Saturday 6 April 2002

09:00 - 09:50	Keynote Address, "An Epistemological Perspective on Organizations and Innovation - How Can Organizations Afford Knowing", Dr. John Seely Brown
10:00 - 11:30	Parallel Sessions
11:30 - 11:50	Coffee Break
12:00 - 13:00	Parallel Sessions
13:00 - 14:20	Lunch
14:30 - 15:20	Keynote Address, "Customer Relationship Management in a Networked World", Professor Soumitra Dutta
15:30 - 16:30	Parallel Sessions
16:30 - 16:50	Coffee Break
17:00 - 18:30	Parallel Sessions
18:40 - 19:30	Keynote Address: "Open Source Software Development: Reflections on the Innovation Model", Professor Georg von Krogh
19:30 - 19:45	Closing

Sessions and Rooms at a Glance

		Hotel Nafsika			Hotel Arion						Club House	
		Congress Hall	**Banquet A**	**Banquet B**	**Conference Hall**	**Bridge**	**Tropical**	**Aethrio**	**Banquet Arion**	**Pegasus**	**Ground Floor**	**First Floor**
Friday 5 April	**09:30 - 10:00**	1-1										
	10:00 - 10:50	2-1										
	10:50 - 11:50	3-1										
	12:10 - 13:00	4-1										
	14:30 - 15:20	5-1										
	15:30 - 17:00	6-1	6-2	6-3	6-4	6-5	6-6	6-7	6-8	6-9	6-10	6-11
	17:30 - 19:30	7-1	7-2	7-3	7-4	7-5	7-6	7-7	7-8	7-9	7-10	7-11
Saturday 6 April	**09:00 - 09:50**	8-1										
	10:00 - 11:30	9-1	9-2	9-3	9-4	9-5	9-6	9-7	9-8	9-9	9-10	9-11
	12:00 - 13:00	10-1	10-2	10-3	10-4	10-5	10-6	10-7	10-8	10-9	10-10	10-11
	14:30 - 15:20	11-1										
	15:30 - 16:30	12-1	12-2	12-3	12-4	12-5	12-6	12-7	12-8	12-9	12-10	12-11
	17:00 - 18:30	13-1	13-2	13-3	13-4	13-5	13-6	13-7	13-8	13-9	13-10	13-11
	18:40 - 19:30	14-1										
	19:30 - 19:45	15-1										

Note: The codes in the center grid of the table refer to sessions in the detailed program.

Sessions and Program Tracks at a Glance

	Friday 5 April 2002							Saturday 6 April 2002							
	09:30 - 10:00	**10:00 - 10:50**	**10:50 - 11:50**	**12:10 - 13:00**	**14:30 - 15:20**	**15:30 - 17:00**	**17:30 - 19:30**	**09:00 - 09:50**	**10:00 - 11:30**	**12:00 - 13:00**	**14:30 - 15:20**	**15:30 - 16:30**	**17:00 - 18:30**	**18:40 - 19:30**	**19:30 - 19:45**
Plenary Sessions	1-1	2-1	3-1	4-1	5-1			8-1			11-1			14-1	15-1
Practitioners' Track						6-1, 6-2	7-1, 7-2		9-1, 9-2	10-1, 10-2		12-1, 12-2	13-1		
Organisational Learning						6-3	7-3		9-3	10-3		12-3	13-2, 13-3		
Knowledge Creation and Organizational Innovation						6-4	7-4		9-4	10-4		12-4	13-4		
Information Technologies and Knowledge Management						6-5	7-5		9-5	10-5		12-5	13-5		
Knowledge Strategies, Organisational Competencies and Competitive Advantage						6-6	7-6		9-6	10-6		12-6	13-6		
The Journal of Management Studies Doctoral Colloquium						6-7	7-7		9-7	10-7		12-7	13-7		
Human Resources, Knowledge Work and Knowledge Management						6-8	7-8		9-8	10-8		12-8	13-8		
Acquiring, Sharing and Transferring Knowledge						6-9	7-9		9-9	10-9		12-9	13-9		
Explorations of Organisational Knowledge						6-10	7-10		9-10	10-10		12-10	13-10		
Practices of Managing Knowledge						6-11	7-11		9-11	10-11		12-11	13-11		

Note: The codes in the center grid of the table refer to sessions in the detailed program.

Conference Program

Friday 5 April 2002 09:30 - 10:00

1-1 Plenary Session

Nafsika Hotel: Congress Hall

Welcome Addresses

Haridimos Tsoukas The George D. Mavros Research Professor of Organization and Management, ALBA, Greece & Professor of Organization Theory and Behaviour, University of Strathclyde, UK

Nikolaos Mylonopoulos Assistant Professor of Information Systems, ALBA, Greece

Nickolaos Travlos The Kitty Kyriacopoulos Chair in Finance, Dean, ALBA, Greece

Friday 5 April 2002 10:00 - 10:50

2-1 Plenary Session

Distinguished Guest Speaker Nafsika Hotel: Congress Hall

Sustainable Development 2010: The Way Towards the Knowledge Society

Akis Tsochatzopoulos Minister of Development, Greece

Chair: ***Haridimos Tsoukas*** ALBA, Greece & University of Strathclyde, UK

Friday 5 April 2002 10:50 - 11:50

3-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

Double-Loop Learning and Implementable Validity

Chris Argyris James Bryant Conant Professor, Graduate Schools of Business Administration and Education, Harvard University, USA

Chair: ***Haridimos Tsoukas*** ALBA, Greece & University of Strathclyde, UK

Friday 5 April 2002 12:10 - 13:00

4-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

The Knowledge-Based View of the Firm: A Review and Appraisal

Howard Thomas Professor of Management; Dean, Warwick Business School, University of Warwick, UK

John McGee Professor of Strategy, Warwick Business School, University of Warwick, UK

Chair: ***Antreas Athanassopoulos*** Associate Professor of Service Operations Management, ALBA & Marketing Director, PIRAEUS BANK, Greece

Friday 5 April 2002 14:30 - 15:20

5-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

Knowledge in Theories of Adaptation and Innovation: Operationalizing Knowledge in Evolutionary Economics

Arie Y. Lewin Professor of Business Administration, Professor of Sociology and the IBM Research
Fellow, Fuqua School of Business, Duke University, USA

Silvia Massini UMIST School of Management, USA

Chair: ***Jacky Swan*** University of Leicester, UK

Friday 5 April 2002 15:30 - 17:00

6-1 Practitioners' Track

Nafsika Hotel: Congress Hall

Instilling a Knowledge - Sharing Culture.

Heather Smith Queen's University, Canada
James McKeen Queen's University, Canada

Knowledge Creation and Transfer Across Organizational Boundaries and Mindsets: Cross-Functional Teamwork in Functional Organizations.

Joan L. Slepian , USA
Nancy Koos , USA

Developing the Knowledge - Developing Knowledge.

Jan Eivind Danielsen SINTEF Industrial Management, Norway

Chair: ***Harry Meintassis*** HAYGROUP HELLAS S.A., Greece

6-2 Practitioners' Track

Nafsika Hotel: Banquet A

Champions of Knowledge Management:Towards a Framework of Chief Knowledge Officer (CKO) Effectiveness.

Stefen Raub University of Geneva, Switzerland
Charles-Clemens Ruling Groupe ESC Grenoble, France

A Small Company KM Evaluation.

Richard Bellaver Ball State University, USA

Analyzing Intraorganizational Knowledge Management.

Eerikki Maki Helsinki University of Technology, Finland
Eila Jarvenpaa Helsinki University of Technology, Finland

Chair: ***Hippocrates Apergis*** Metron Management Consultants Ltd, Greece

6-3 Organisational Learning

Nafsika Hotel: Banquet B

Learning from the Past to Compete for the Future: Learning Histories as a Performative Intervention

Karen Ayas Erasmus University Rotterdam & Society for Organizational Learning, The

The Success Trap in Organizational Learning: Cognitive and Political Explanations

Steinar Askvik University of Bergen, Norway
Bjarne Espedal Norwegian School of Economics & Business Administration, Norway

Learning Orientations in Relational Learning.

Josefa Ruiz Mercader Universidad de Murcia, Spain
Juan Gabriel Cegarra - Navarro Universidad de Murcia, Spain
Ramon Sabater Sanchez Universidad de Murcia, Spain

Chair: ***Gabriele Lakomski*** The University of Melbourne, Australia

6-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

Complements or Substitutes?:Organization & Project Team Strategies For Developing The Capability to Mobilize & Create New Knowledge

Alvaro Cuervo-Cazurra University of Minnesota, Carlson School of Management, USA
C. Annique Un Cornell University, USA

Passages from Organisational Knowledge to Innovation: New Economy Dynamics, Intangible Assets and Organisational Design.

Panagiotis Damaskopoulos INSEAD, France

Knowledge Creation and Industry Cluster Learning

Valerie Lindsay The University of Auckland, New Zealand

Chair: ***Sue Newell*** University of London, UK

6-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

Managing Knowledge in Weakly-Structured Administrative Processes.

Giorgos Papavassiliou National Technical University of Athens, Greece
Spyridon Ntioudis National Technical University of Athens, Greece
Gregoris Mentzas National Technical University of Athens, Greece
Andreas Abecker DFKI GmbH, Germany

The Impact of the Knowledge Base on the Performance of Agents and Organizations.

Andreas Mild Vienna Univesrity of Economics & Business Administration, Austria

Learning from MIS-Ventures: MIS Research as a Narrative Web

John Monin Massey University, New Zealand
Nanette Monin Massey University, New Zealand

Chair: ***Meliha Handzic*** University of New South Wales, Australia

6-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

Going Beyond the Resources Given:A Structurationist View on Knowledge and Strategic Management

Stephan Duschek Free University, Germany
Albrecht Becker Free University, Germany
Elisabeth Brauner Humboldt-Universitat in Berlin, Germany

Towards a New Knowledge Management Strategy for Organisational Learning: Enhancing Social Dynamics With ICT Capabilities.

George Tsekouras University of Brighton, UK
Despina Kannelou University of Brighton, UK

Knowledge, Learning, and Capabilities in Franchise Organizations.

Ye-sho Chen Louisiana State University, USA

Chair: ***Jacky Swan*** University of Warwick, UK

6-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

Organizational Culture as a Knowledge Repository for Increased Innovative Capacity

Parminder Singh Sahota Cranfield University, UK
Mark Lemon Cranfield University, UK

An Exploratory Study on Employee Roles as Determinants of Organizational Learning and Innovation: The Australian Experience

Rae Dorai Australian Graduate School of Entrepreneurship, Australia
Adela McMurray Swinburne University of Technology, Australia

Improving the Feedback Loops Between the Knowledge Business and the Core Business

Mattias Strand University of Skovde, Sweden
Eva Soderstrom University of Skovde, Sweden

Chair: ***Fran Ackermann*** Strathclyde University, UK

6-8 Human Resources, Knowledge Work and Knowledge Management

Arion Hotel: Banquet Arion

Learning Firm Specific Knowledge and Skills: Conceptual Issues and Empirical Results.

Erik Doving Norwegian School of Economics and Business Administration, Norway
Odd Nordhaug Norwegian School of Economics and Business Administration, Norway

Training Programs as Instrument of Knowledge Transfer in Banking Offices. A Model Tested in BCH (1991-1998).

Irene Martin Rubio Universidad Carlos III de Madrid, Spain

Contested Learning and Innovation in Corporate Change Programmes.

Terry McNulty University of Leeds, UK

Chair: ***Maxine Robertson*** University of Warwick, UK

6-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

Trust & Conflict within Knowledge-Intensive Environments: The Case of Virtual Inter-Organizational Arrangements

Niki Panteli University of Bath, UK
Siva Sockalingam Glasgow Caledonian University, UK

The Institutional Limits to Diffusion of Knowledge: A Comparative Study Study of Three Japanese MNCs in the UK

Ayse Saka University of Groningen, The Netherlands

Transfer of Organizational Learning Practices

Jacky Hong University of Macau, China

Chair: ***Rita Mano-Negrin*** University of Haifa, Israel

6-10 Explorations of Organisational Knowledge

Club House: Ground Floor

Conceptualising Organizational Knowledge as Collective Tacit Knowledge: A Model of Redescription

Juani Swart Cranfield University, UK
Anni Pye University of Bath, UK

Mundane Knowledge Management and Micro-Level Organizational Learning: An Ethological Approach

Elisabeth Davenport School of Computing, Napier University, UK
Hazel Hall School of Computing, Napier University, UK

Sociopragmatic Constructivism: A Research Agenda for Knowledge Management in Learning

Boris Wyssusek Technical University Berlin, Department of Computer Science, Germany
Martin Schwartz Technical University Berlin, Department of Computer Science, Germany
Hermann Krallmann Technical University Berlin, Department of Computer Science, Germany

Chair: ***Ursula Schneider*** Karl Franzens University Graz, Austria

6-11 Practices of Managing Knowledge

Club House: First Floor

Collective Tacit Knowledge: Corporate Universities and the Limits to Virtuality

Scott Taylor Open University Business School, UK
Tim Ray Open University Business School, UK

Knowledge Management in a University Department.

Mette Monsted Copenhagen Business School, Denmark

Knowledge Management Employed by Firms: A Study of the Indonesian Construction Contractors

Jane SekarsariTamtana Trisakti University, Indonesia

Chair: ***Simon Collinson*** The University of Warwick, UK

Friday 5 April 2002 17:30 - 19:30

7-1 Practitioners' Track

Nafsika Hotel: Congress Hall

The Knowledge Strategy Within a Business Context.
Christine Rollo University of Technology, Sydney, Australia

The Role of Knowledge in Developing a Capability-led Acquisition Process.
Dorian Mark Notman Cranfield University, UK

A Strategic Pretext for Knowledge Management.
Michael Zack Northeastern University, USA

The PROMOTE® approach: Modelling Knowledge Management Processes to Describe Organisational Knowledge Systems
Georgios Stefanidis BOC-Athens Ltd., Greece
Dimitris Karagiannis University of Vienna, Austria
Robert Woitsch BOC-ITC Ltd., Austria

Chair: ***Harry Meintassis*** HAYGROUP HELLAS S.A., Greece

7-2 Practitioners' Track

Nafsika Hotel: Banquet A

Organizational Learning of Business Relationship Value by Means of Causal Mapping.
Tatiana Bouzdine-Chameeva Bordeaux Business School, France
Francois Durrieu Bordeaux Business School, France
Tibor Mandjak Bordeaux Business School, France

The Effects of Newly Developed, State-Of-The-Art Information and Communication Technologies on Organisational Learning (to learn) Processes.
Harry Boer Aalborg University, Denmark
Kostas Seferis I2S SA, Greece

Leadership Mechanisms for Enabling Learning Within Project Teams.
Tim Kotnour University of Central Florida, USA
Mirja Hjelm University of Central Florida, USA

Chair: ***Hippocrates Apergis*** Metron Management Consultants Ltd, Greece

7-3 Organisational Learning

Nafsika Hotel: Banquet B

Managerial Action on Improving Learning Behaviour in Product Innovation Processes
Jose Gieskes University of Twente, The Netherlands

Learning and Change in Interorganizational Networks:The Case for Network Learning and Network Change
Louise Knight University of Bath, UK
Annie Pye University of Bath, UK

Knowledge Gaps, Brokering & Learned Ignorance: The Novo Way of Management.
Claus Rerup University of Pennsylvania, USA

Chair: ***Gabriele Lakomski*** The University of Melbourne, Australia

7-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

Knowledge Conversion Abilities and Knowledge Creation and Innovation: A New Perspective on Team Composition

Jia-Chi Huang Soochow University, Taiwan
Sy-Fong Wang Soochow University, Taiwan

Creating Knowledge for Sustainability: Using SSM for Knowledge Environments and Conceptualising Technological Interventions

Will Venters London School of Economics and Political Sciences, UK
Mike Cushman London School of Economics and Political Sciences, UK
Tony Cornford London School of Economics and Political Sciences, UK

The Knowledge - Creation Process: A Critical Examination of the SECI Model

Gregorio Martin de Castro Complutense de Madrid University, Spain
Pedro Lopez Saez Complutense de Madrid University, Spain
Fernando Enrique Garcia Muina Rey Juan Carlos University, Spain

Chair: ***Sue Newell*** University of London, UK

7-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

Process - Orientation in Knowledge Management: Using Graphical Models for Knowledge Exchange.

Katja Pook University of Heidelberg, Germany
Peter Reimann University of Heidelberg, Germany

Learning Cycles, Organizational Back Talk, and the Persistence of Theories in Use: Lessons of Information Systems Development in a University Administration Context.

Ari Heiskanen University of Oulu, Finland
Pauli Assinen University of Helsinki, Finland

Knowledge Sharing in Heterogeneous Groups: An Empirical Study of IT-Support For Sharing Better Practices.

Jorgen Bansler Technical University of Denmark, Denmark
Erling Havn Technical University of Denmark, Denmark

Chair: ***Meliha Handzic*** University of New South Wales, Australia

7-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

Reflections on Learning, Organization and Capabilities in the Creative Industry- Notes on the Music

Hans Siggaard Jensen Learning Lab Denmark, Denmark
Lars Frederiksen Learning Lab Denmark, Denmark
Michael Dawids Learning Lab Denmark, Denmark

To Explore or Exploit: A Test of Organizational Learning at the Corporate & Business Unit Level

Dave Ulrich University of Michigan Business School, USA
Constance James Pepperdine University, USA
Joseph Wayne Brockbank University of Michigan Business School, USA

Performance Evaluation of Research Joint Ventures: An Organizational Learning Perspective.

Juan Acosta Universidad de La Laguna, Instituto de Empresa, Spain
Elena Revilla Instituto de Empresa, Spain
Joseph Sarkis Clark University, USA

Chair: ***Jacky Swan*** University of Warwick, UK

7-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

Knowledge Management and Public Organizations: How well does the coat fit? The case of Greece
Nikos Michalopoulos Ministry of Interior, Greece
Alexandros Psychogios University of Warwick, UK

Transforming Knowledge Creation on the Shop Floor
Heli Ahonen University of Helsinki, Finland

Maybe Bacon had a Point: Knowledge and Power in Collaborative Inter-Organisational Activities
Nick Marshall CENTRIM, University of Brighton, UK
Jeanette Rollinson CENTRIM, University of Brighton, UK

New Directions for the Researching and Conceptualising of Organisational Learning and the Management of Knowledge
Lory Nielson University of Auckland, New Zealand
Chris Akroyd University of Auckland, New Zealand

Chair: ***Fran Ackermann*** Strathclyde University, UK

7-8 Human Resources, Knowledge Work and Knowledge Management

Arion Hotel: Banquet Arion

Managing Knowledge and the Problem of Commitment.
Donald Hislop University of Sheffield, UK

Overlooked Psychological Aspects of Organizational Knowledge & Organizational Learning
Kurt Parkum The Pennsylvania State University, USA

Knowledge at Work: Tensions in Transforming People into Data in Call Centres
Catrina Alferoff Keele University, UK
David Knights Keele University, UK

Chair: ***Maxine Robertson*** University of Warwick, UK

7-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

Communities of Practice Re-examined:From Isolated Innovation Islands to the Business Mainland
Harri Happonen Metso Automation, Finland

From A Clash Of Cultures To Developing Communities Of Practice: Managing Problematic Inter-Organisational Learning Relationships.
Karen Legge WBS, Warwick University, UK
Bridgette Sullivan-Taylor WBS, Warwick University, UK

Social-Organizational Knowledge and Managerial Decision-Making
X.T. Wang University of South Dakota, USA
Katherine Xin Hong Kong University of Science and Technology, Hong Kong

Chair: ***Rita Mano-Negrin*** University of Haifa, Israel

7-10 Explorations of Organisational Knowledge

Club House: Ground Floor

The Dialogic Imagination of Practice; On Formation of Collective Meaning in Organizations

Arne Carlsen Norwegian University of Science and Technology, Norway
Grete Sen Norwegian University of Science and Technology, Norway

If Knowledge is Everything, Maybe it is Nothing: Reconsidering Organizational Knowledge

Georg Schreyoegg Freie Universitaet Berlin, Germany
Daniel Geiger Freie Universitaet Berlin, Germany

The emergence of Learning Communities: A Conceptual Analysis

Irma Bogenrieder Rotterdam School of Management, The Netherlands
Bart Nooteboom Rotterdam School of Management, The Netherlands

Chair: ***Ursula Schneider*** Karl Franzens University Graz, Austria

7-11 Practices of Managing Knowledge

Club House: First Floor

Configurations of Knowledge Management Practices: Three Ideal Types

William Glick Arizona State University, USA

Conceptualizing and Exploring the Second Level Effects of ISO 9000

Andrew Schenkel Stockholm School of Economics, Sweden

Knowledge Management And Organizational Structure: The Case Of Cebeco-Handelsraad

Michael Cook University of Missouri-Columbia, USA
Constantine Iliopoulos National Agricultural Research Foundation, Greece
Fabio Chaddad University of Missouri, USA

Chair: ***Simon Collinson*** The University of Warwick, UK

Saturday 6 April 2002 09:00 - 09:50

8-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

An Epistemological Perspective on Organizations and Innovation - How Can Organizations Afford

John Seely Brown Chief Scientist, Xerox Corporation; Chief Innovation Officer, 12 Enterpreneuring,

Chair: ***Harry Scarbrough*** University of Warwick, UK

Saturday 6 April 2002 10:00 - 11:30

9-1 Practitioners' Track

Panel Discussion Nafsika Hotel: Congress Hall

Knowledge Management and Public Policy

Yiannis Caloghirou Secretary General for Industry, Ministry of Development, Greece
George Papaconstantinou Secretary for the Information Society, Ministry of National Economy, Greece
Erastos Filos Scientific Co-ordinator, IST Program - Key Action Two, European Commission, Belgium
Billy McGilvray Scottish Enterprise Network, UK

Chair: ***Spyros Lioukas*** Athens University of Economics and Business, Greece

9-2 Practitioners' Track

Nafsika Hotel: Banquet A

Comprehensive Knowledge Management - A New Programme in Post Graduate Education.
Richard Pircher Donau-Universitat Krems, Austria

Turning the Prism: Three Explorations of Knowledge Management Through Networks and Communities of Practice.
David Haedtler Best Practices, USA
Susan Ruth Cambridge Energy Research Associates, Belgium
Carol Sawyer University of La Verne, USA

Knowing What To Manage: The Development and Application of a Knowledge Management Scan.
Bart van den Hooff University of Amsterdam, The Netherlands
Jan de Ridder University of Amsterdam, The Netherlands
Joost Vijvers O&i Management Partners, The Netherlands

Chair: ***Hippocrates Apergis*** Metron Management Consultants Ltd, Greece

9-3 Organisational Learning

Nafsika Hotel: Banquet B

Linking the Management of Legitimacy and the Learning Process: Evidence from a Case Study.
Suzanne Beaulieu Universite de Sherbrooke, Canada
Mario Roy Universite de Sherbrooke, Canada

Learning as Space: Implications for Organisational Learning
Elena Antonacopoulou Manchester Business School, University of Manchester, UK

Mechanisms to Support Organizational Learning: the Integration of Action Learning Tools into Multidisciplinary Design Team Practice.
Madelon Evers University Nyenrode, The Netherlands

Chair: ***Karen Ayas*** Erasmus University Rotterdam & Society for Organizational Learning, The Netherlands

9-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

Knowledge Creation Across Boundaries: Innovative Work in Software Development
Anca Metiu INSEAD, France

Using Time and (Social) Space when Trying to Innovate
Rene Bouwen University of Leuven, Belgium
Bart Van Looy University of Leuven, Belgium
Koenraad Debackere University of Leuven, Belgium

Some Contextual Antecedents of Cognitive Over-Simplification Processes in R&D Environments: An Exploration of the Influence of Social Context on Reasoning and Knowledge Creation Practices in R&D Teams
Ramkrishnan (Ram) Tenkasi Benedictine University, USA

Chair: ***Will Venters*** London School of Economics and Political Sciences, UK

9-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

Effects of Enhanced and New Corporate Technological Knowledge in Responding to Technological
P. SubbaNarasimha St. Cloud State University, USA

Organisational Reflections on the Introduction of Knowledge Managements Systems: Evidence from Suppporting (E-) Banking Activities.
Kostas Samiotis Athens University of Economics & Business, Greece
Angeliki Poulymenakou Athens University of Economics & Business, Greece
George Doukidis Athens University of Economics & Business, Greece

Exploring the Reality of Knowledge Management Systems: A Case Study.
Tom Butler University College Cork, Ireland

Chair: ***Gregoris Mentzas*** National Technical University of Athens, Greece

9-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

Strategic Planning as a Learning Process, Its Effect on Planning Effectiveness & Business Unit Performance - Empirical Evidence from a German Study
Utz Schaffer European Business School, Germany
Bianca Willauer Otto Beisheim Graduate School of Management, Germany

Relating Knowledge Management to Business Strategy by Means of an Activity Theory Framework.
Helen Hasan University of Wollongong, Australia

Organisational Change Capability: The Theoretical Construct and Its Operational Measurement.
Tony McGuinness School of Management and Business, University of Wales Aberystwyth, UK
Barrie Oxtoby School of Management and Business, University of Wales Aberystwyth, UK

Chair: ***Rafael Andreu*** IESE Business School, University of Navarra, Spain

9-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

Structural Effects on Inter-Unit Knowledge Sharing: The Role of Coordination under Different Knowledge Sharing Needs
Annick Willem University of Leicester, UK
Harry Scarbrough University of Warwick, UK

The Implications of Different Models of Social Relations for Understanding Knowledge Sharing
Niels Ingvar Boer Erasmus University Rotterdam, The Netherlands
Peter J. van Baalen Erasmus University Rotterdam, The Netherlands
Kuldeep Kumar Florida International University, USA

Knowledge Sharing and Distributed Cognition in Industrial Research
J.J. (Hans) Berends Eindhoven University of Technology, The Netherlands

Chair: ***Fran Ackermann*** Strathclyde University, UK

9-8 Human Resources, Knowledge Work and Knowledge Management

Arion Hotel: Banquet Arion

The Power of Communities of Practice for Subverting Organisational Change.

Karin Breu Cranfield School of Management, UK
Christopher Hemingway Cranfield School of Management, UK

Organisational Restructuring - The Case of the Learning Organisation: Contradiction or Necessity?

Harvey Griggs Central Queensland University, Australia

Examining the Relationship between Learning Organization Dimensions & Change Adaptation, Innovation as well as Organizational Performance.

Constantine Kontoghiorghes Oakland University, USA
Susan Awbrey Oakland University, USA
Pamela Feurig Oakland University, USA

Chair: ***Birgit Jevnaker*** Norwegian School of Management BI, Norway

9-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

Knowledge Networks - An Integrated Approach to Managing Explicit & Implicit Knowledge

Ellen Enkel University of St. Gallen, Switzerland

Sharing Capability: The Development of a Framework to Investigate Knowledge Sharing in Distributed Organizations

Hazel Hall School of Computing, Napier University, UK

Knowledge Transfer in NPD Projects: Lessons from 12 Global Corporations

Klas Eric Soderquist Athens University of Economics & Business, Greece, and Associate Professor, Grenoble Graduate School of Business, France
Gregory Prastacos Athens University of Economics & Business, Greece

Chair: ***Niki Panteli*** University of Bath, UK

9-10 Explorations of Organisational Knowledge

Club House: Ground Floor

Representation of Tacit Knowledge In Organizations

Lee Soonmook Sungkyunkwan University, Republic of Korea

A Market-Based Computational Approach to Knowledge Acquisition for Organizational Learning

Pi-Sheng Deng California State University, Stanislaus, USA
Eleftherios Tsacle California State University, Stanislaus, USA

Knowing as an Activity: Implications for the Film Industry and Semi-Permanent Work Groups

Helen Blair University of London, UK
Maria Daskalaki University of London, UK

Chair: ***Alexandros Kyrtsis*** University of Athens, Greece

9-11 Practices of Managing Knowledge

Club House: First Floor

Strategies For Managing Organizational Knowledge: Evidence from Spanish Firms.
Patricia Ordonez de Pablos University of Oviedo, Spain

Towards an Understanding and Conceptualization of Knowledge Managing in Inter-Organizational
Sven Carlsson Jonkoping University, Sweden

Knowledge Management in the NHS. A Survey of Knowledge-Based Practice at Nottinghamshire Healthcare NHS Trust
David Rogers R&D Office, Nottinghamshire Healthcare NHS Trust, UK
Christine Milburn R&D Office, Nottinghamshire Healthcare NHS Trust, UK

Chair: ***Carmelo Mazza*** IESE Business School, Spain

Saturday 6 April 2002 12:00 - 13:00

10-1 Practitioners' Track

Panel Discussion Nafsika Hotel: Congress Hall

Knowledge Management and the Management of Human Resources
Yvonne Shayegan Managing Director, SHAYEGAN INNOVATION, UK, UK
Irini Tzanetou Human Resources Director, DELTA HOLDING S.A., Greece
Cynthia Coutsoumari Human Resources Director, International Operations, TITAN CEMENT Co. S.A., Greece

Chair: ***Chris Amiralis*** Vice Chairman & Managing Director, HAYGROUP HELLAS S.A., Greece

10-2 Practitioners' Track

Nafsika Hotel: Banquet A

The Tangible Value of Knowledge Workers: A Value Mapping Approach to Assessing Knowledge Assets in Organizations
Juan Rogers Georgia Institute of Technology, USA
Barry Bozeman Georgia Institute of Technology, USA

Measuring and Reporting Knowledge-Based Resources: The Intellectual Capital Report.
Patricia Ordonez de Pablos University of Oviedo, Spain

Chair: ***Hippocrates Apergis*** Metron Management Consultants Ltd, Greece

10-3 Organisational Learning

Nafsika Hotel: Banquet B

Exploring: Dialogue, Deliberation & Communicative Action

Roland Calori	E.M.LYON Graduate School of Management, France
Leif Melin	Jonkoping International Business School, Sweden

Organizational Learning & Communities of Practice; A Social Constructivist Perspective.

Marleen Huysman	Vrije Universiteit Amsterdam, The Netherlands

Chasing, Pacing or Drifting? Organizational Knowledge & Management in Consulting Engineering Organisational Knowledge and Management in Civil Engineering

Christian Koch	Technical University of Denmark, Denmark

Chair: ***Karen Ayas*** Erasmus University Rotterdam & Society for Organizational Learning, The Netherlands

10-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

Social Capital & Knowledge Creation in an ERP Project Team: Unintended Incapacitating Consequences of Social Capital

Sue Newell	University of London, UK
Carole Tansley	Nottingham Business School, UK
Jimmy Huang	Nottingham University Business School, UK

Interaction of Social Capital with Organizational Diversity in Knowledge Creation and Learning in the Workplace

Shobha Ramanand	Michigan State University, USA
Michael Moore	Michigan State University, USA
John Schweitzer	Michigan State University, USA

Chair: ***Will Venters*** London School of Economics and Political Sciences, UK

10-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

Knowledge Hyperstories: The Use of ICT Enhanced Storytelling in Organizations.

Emil Andre Royrvik	SINTEF Industrial Management, Dpt. Knowledge & Strategy, Norway
Arne Lindseth Bygdas	SINTEF Industrial Management, Dpt. Knowledge & Strategy, Norway

Navigating Knowledge - A Case Study of the Introduction of GPS to a Dublin Taxi Firm

Carolin Grampp	University College Dublin, Ireland
Maeve Houlihan	University College Dublin, Ireland
Paul McGrath	University College Dublin, Ireland

Chair: ***Gregoris Mentzas*** National Technical University of Athens, Greece

10-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

How Do Firms Develop the Capabilities to Mobilize and Create New Knowledge?: Insights from Comparative Case Studies.

C. Annique Un Cornell University, USA

Organizational Knowledge and Learning in the Context of the Knowledge-Based Economy: Networks as a Source of Learning and Contacts in the Multimedia Sector.

Diane-Gabrielle Tremblay Tele-universite, Montreal, Canada

Chair: ***Rafael Andreu*** IESE Business School, University of Navarra, Spain

10-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

The Competitive Factor in Knowledge Sharing Networks

Maura Soekijad Delft University of Technology, The Netherlands

A Poststructural Reading of Knowledge Sharing in a University Restructuring Process

Dubravka Cecez-Kecmanovic University of Western Sydney, Australia
Cate Jerram University of Western Sydney, Australia
Lesley Treleaven University of Western Sydney, Australia

Chair: ***Fran Ackermann*** Strathclyde University, UK

10-8 Human Resources, Knowledge Work and Knowledge Management

Arion Hotel: Banquet Arion

What Holds Firms Together: Social Capital in Organizations.

Helga Wild WestEd, USA

Top Management Team Social Capital, Tacit Knowledge and the Internationalization of the Multinational Corporation.

Nicholas Athanassiou Northeastern University, USA
Martha Maznevski IMD – International Institute for Management Development, Switzerland

Chair: ***Birgit Jevnaker*** Norwegian School of Management BI, Norway

10-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

Sharing Knowledge in Integrated Product Development

Paul Hong University of Toledo, USA
William Doll University of Toledo, USA
Abraham Nahm University of Wisconsin-Eau Claire, USA

Facilitating Knowledge Sharing through Inter-action Research

Birgit Renzl University of Innsbruck, Austria

Chair: ***Niki Panteli*** University of Bath, UK

10-10 Explorations of Organisational Knowledge

Club House: Ground Floor

Types of Organizational Rules, Knowledge Management and Organizational Learning
Nathalie Richebe Audencia Nantes.Ecole de management, France
Mohammed Bensaid Universite de Tanger, France

Tacit Knowledge,Tacit Knowing or Behaving?
Stephen Gourlay Kingston Business School, UK

Chair: ***Alexandros Kyrtsis*** University of Athens, Greece

10-11 Practices of Managing Knowledge

Club House: First Floor

Know what I mean? Nudge, nudge, wink wink… The implications of linguistic variance in knowledge management on the client-consulting relationship
Roger Hammond Knowledgeable Transitional Services, UK

Knowledge Management and "Organizational Memory" - Rememberance and Recollection in a Knowledge - Intensive Firm
Dan Karreman Lund University, Sweden

Chair: ***Carmelo Mazza*** IESE Business School, Spain

Saturday 6 April 2002 14:30 - 15:20

11-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

Customer Relationship Management in a Networked World
Soumitra Dutta The Roland Berger Chair of e-Business and Information Technology; Dean of Technology and e-Learning; Director, eLab@INSEAD; INSEAD, Visiting Professor, ALBA, France

Chair: ***Nikolaos Mylonopoulos*** ALBA, Greece

Saturday 6 April 2002 15:30 - 16:30

12-1 Practitioners' Track

Panel Discussion Nafsika Hotel: Congress Hall

Knowledge Management and Information Technologies
Vasilis Trapezanoglou General Manager, Retail Banking, PIRAEUS BANK, Greece
Xenophon Hasapis Commercial Director, SAP HELLAS S.A., Greece
William Nisen Executive Director, e-Institute, University of Strathclyde & University of Glasgow,

Chair: ***Giannis Rontiris*** Managing Director, MICROSOFT HELLAS S.A., Greece

12-2 Practitioners' Track

Nafsika Hotel: Banquet A

Intranet-Supported Knowledge Creation: Factors & Technology for Organisational Creativity.
Dick Stenmark Viktoria Institute, Sweden

Evaluating the Role and Effectiveness of an Intranet in Facilitating Knowledge Management.
Walter Skok Kingston University, UK
Caroline Kalamanovitch Surrey County Council, UK

Chair: ***Hippocrates Apergis*** Metron Management Consultants Ltd, Greece

12-3 Organisational Learning

Nafsika Hotel: Banquet B

Organizational Amnesia: The Barrier to Organizational Learning
Noor Azuan Hashim Universiti Kebangsaan, Malaysia

Organizational Memory: Cultural Antecedents and New Product Outcomes
Kyriacos Kyriakopoulos University of Maastricht, The Netherlands

Chair: ***Elena Antonacopoulou*** Manchester Business School, University of Manchester, UK

12-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

Resistance to Innovation Among US Drug Abuse Treatment Providers: When Organizational Knowledge Interferes With Organizational Learning
Thomas Hilton US National Institutes of Health, US National Institute on Drug Abuse, USA
Jerry Flanzer US National Institutes of Health, US National Institute on Drug Abuse, USA
William Cartwrigh US National Institutes of Health, US National Institute on Drug Abuse, USA
Fletcher Bennet US National Institutes of Health, US National Institute on Drug Abuse, USA

The Effect of Customer Orientation and Intra-Organizational Competition on Innovativeness: Generating Creative Conflict.
Makoto Matsuo Otaru University of Commerce, Japan

Chair: ***Valerie Lindsay*** The University of Auckland, New Zealand

12-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

E-Commerce as Knowledge Management.
Rachel McLean University of Salford, UK
Nigel Blackie University of Salford, UK

The Concepts of Information and Organizational Information Policy.
Turo Virtanen University of Helsinki, Finland

Chair: ***John Monin*** Massey University, New Zealand

12-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

The Role of Knowledge Quality in Firm Performance.
Christine Soo University of Technology, Sydney, Australia
Timothy Devinney University of New South Wales, Australia

Experience Spillovers across Corporate Development Activities.
Maurizio Zollo INSEAD, France

Chair: ***Constance James*** Pepperdine University, USA

12-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

Transferring Knowledge Between Supervisors and Managerial Peer Groups: Falling at the Trust Hurdle
Adela McMurray Swinburne University of Technology, Australia
David Baxter Swinburne University of Technology, Australia

Knowledge Management in Virtual Organisations: Interorganisational and Interproject Knowledge Transfer
Petra Bosch-Sijtsema University of Groningen, The Netherlands

Chair: ***Fran Ackermann*** Strathclyde University, UK

12-8 Human Resources, Knowledge Work and Knowledge Management

Arion Hotel: Banquet Arion

Teamwork in Knowledge Work: Organising for Complexity
Jonathan Sapsed University of Brighton, UK

Motivating Knowledge Teams.
Paul Hendriks University of Nijmegen, The Netherlands

Chair: ***Olga Epitropaki*** ALBA, Greece

12-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

Motivation & Barriers to Participation in Virtual Knowledge-Sharing Communities of Practice
Alexander Ardichvili University of Illinois at Urbana-Champaign, USA

Communities of Practice, Interaction, and Recurrent Interaction Patterns. A Consistent Analytical Framework for Studying Knowledge Processes in Organizations.
Markus Becker University of Southern Denmark, Denmark

Chair: ***Robert Galliers*** London School of Economics and Political Science, UK

12-10 Explorations of Organisational Knowledge

Club House: Ground Floor

On the Concepts of Knowledge and Learning, Presented in a Idialectical Framework

Eduard Bonet	ESADE, Spain
Alfons Sauquet	ESADE, Spain
Elena Bou	ESADE, Spain

Agent-Oriented Knowledge Management

Mary-Anne Williams	University of Newcastle, Australia
Pavlos Peppas	University of Patras, Greece
Giannis Tselekidis	University of Patras, Greece

Chair: ***Georg Schreyoegg*** Freie Universitaet Berlin, Germany

12-11 Practices of Managing Knowledge

Club House: First Floor

Breaking the Waves of Skepticism and Eagerness: The Paradoxes of Knowledge -Seeking Managers

Jose Luis Alvarez	IESE Business School, Spain
Carmelo Mazza	IESE Business School, Spain

Knowing Action Activity Based Management of Knowledge

Katja Marie Hydle	SINTEF Industrial Management, Norway
Kjersti Bjorkeng	SINTEF Industrial Management, Norway

Chair: ***Niklas Damiris*** Stanford University, USA

Saturday 6 April 2002 17:00 - 18:30

13-1 Practitioners' Track

Panel Discussion Nafsika Hotel: Congress Hall

Higher Education in the Knowledge Economy

George Doukidis	Athens University of Economics & Business, Greece
Panagiotis Damaskopoulos	INSEAD, France
Hans Siggaard Jensen	Learning Lab Denmark, Denmark

Chair: ***George Neofotistos*** Associate Professor, Physics Department, University of Crete & LAMBRAKIS RESEARCH FOUNDATION, Greece

13-2 Organisational Learning

Nafsika Hotel: Banquet A

Organizational Learning Orientation in the Assimilation of New Technology in Organizations

Esther Brainin The Academic Center Ruppin and The Academic College of Tel-Aviv-Yaffo, Israel
Miriam Erez Technion, Israel Institute of Technology, Israel

Slow Knowledge: the Importance of Tempo in Debriefing and in Individual Learning.

Clive Holtham City University Business School, UK
Victoria Ward Sparknow, UK
Maike Bohn Sparknow, UK

Organizational Knowledge in High-Risk Industries: What are the Alternatives to Model-Based Learning Approaches?

Karina Aase Stavanger University College, Norway
Geir Nybo Stavanger University College, Norway

Chair: ***Sandra Sieber*** University of Navarra, Spain

13-3 Organisational Learning

Nafsika Hotel: Banquet B

Exploring the Indirect Effects of Organizational Learning: The Link Between Learning Values and Structures and Extra-Role Behavior.

Anit Somech University of Haifa, Israel
Anat Drach-Zahavy University of Haifa, Israel

Making Sense of Learning Landscapes in Project-Based Organisations

Tim Brady CENTRIM, University of Brighton, UK
Nick Marshall CENTRIM, University of Brighton, UK
Andrea Prencipe SPRU, University of Sussex, UK
Fredrik Tell London School of Economics, UK

Chair: ***Elena Antonacopoulou*** Manchester Business School, University of Manchester, UK

13-4 Knowledge Creation and Organisational Innovation

Arion Hotel: Conference Hall

New Business Development Teams: Does Managing the Knowledge Flow Lead to Success?

Bettina Buchel IMD – International Institute for Management Development, Switzerland
Martha Maznevski IMD – International Institute for Management Development, Switzerland
Elizabeth Weldon IMD – International Institute for Management Development, Switzerland
Dan Denison IMD – International Institute for Management Development, Switzerland

Time and Organizational Learning in New Product Development Projects

Laurent Bourgeon ESSEC Business School, France

The Innovation Process in Alliances

Tania Bucic University of Technology, Sydney, Australia
Siegfried Gudergan University of Technology, Sydney, Australia

Chair: ***Valerie Lindsay*** The University of Auckland, New Zealand

13-5 Information Technologies and Knowledge Management

Arion Hotel: Bridge

Document Classification Methods for Organizing Explicit Knowledge.

Heide Brucher University of Bern, Switzerland
Marc-Andre Mittermayer University of Bern, Switzerland
Gerhard Knolmayer University of Bern, Switzerland

Dynamics in the Development of the Firm's Dynamic Capabilities.

Hans Scholl University at Albany / SUNY, USA

Can Less Be More?: Minimal Structuring, Identity and Learning Around IT.

Manuela Faia-Correia Instituto Superior de Psicologia Aplicada, Portugal
Miguel Pina E Cunha Universidade Nova de Lisboa, Portugal

Chair: ***John Monin*** Massey University, New Zealand

13-6 Knowledge Strategies, Organisational Competencies and Competitive

Arion Hotel: Tropical

Managing Knowledge in the Dark: An Empirical Study of the Reliability of Competence Evaluations.

Niklas Arvidsson SMG Consulting, Sweden
Jerker Denrell Stockholm School of Economics, Sweden
Udo Zander Stockholm School of Economics, Sweden

Knowledge Assets and Firm Performance: An Empirical Approach Examining the Causal Ambiguity

Prodromos Chatzoglou TEI, Kavala, Greece
E. Demetriades TEI, Kavala, Greece
Nikolaos Theriou TEI, Kavala, Greece
D. Maditinos TEI, Kavala, Greece

Learning Capability, Organization Factors & Firm Performance.

Swee Goh University of Ottawa, Canada
Peter Ryan University of Ottawa, Canada

Chair: ***Constance James*** Pepperdine University, USA

13-7 The Journal of Management Studies Doctoral Colloquium

Arion Hotel: Aethrio

Enacting Knowledge Work: The Genealogy of Knowledge Representations in Hospitals

Gunnar Ellingsen Norwegian University of Science & Technology, Norway
Eric Monteiro Norwegian University of Science & Technology, Norway

Decision - Support & Complexity in Decision Making.

Pieter Beers Open University of the Netherlands, The Netherlands
Paul Kirschner Open University of the Netherlands, The Netherlands
Piet Van den Bossche Open University of the Netherlands, The Netherlands
Wim Gijselaers Open University of the Netherlands, The Netherlands

Opportunistic Adaptation in Start-Up Companies - Exploring the Links Between Model Learning & the Resource Base

Linda Andren Chalmers University of Technology, Sweden
Mats Magnusson Chalmers University of Technology, Sweden
Soren Sjolander Chalmers University of Technology, Sweden

Chair: ***Fran Ackermann*** Strathclyde University, UK

13-8 Human Resources, Knowledge Work and Knowledge Management

The Journal of Management Studies Doctoral Colloquium — Arion Hotel: Banquet Arion

Managing Across Logics: A Comparative Case Study

Peter Poulsen	Aalborg University, Denmark
Brian Sorensen	Aalborg University, Denmark

Regulatory Protectionism and Learning in the U.S. Commercial Banking Industry: An Exploration of Survival-Enhancing Learning in New Banks

Michael L. DeVaughn	University of Wisconsin-Madison School of Business, USA

Organizational Learning: A Reprise

Paulo Cunha	Tilburg University, The Netherlands
John Rijsman	Tilburg University, The Netherlands
Theo Verhallen	Tilburg University, The Netherlands

Chair: ***Olga Epitropaki*** — ALBA, Greece

13-9 Acquiring, Sharing and Transferring Knowledge

Arion Hotel: Pegasus

The Darker Side of Social Capital

Linda Edelman	Bentley College, USA
Mike Bresnen	University of Warwick, UK
Sue Newell	University of London, UK
Harry Scarbrough	University of Warwick, UK
Jacky Swan	University of Warwick, UK

Social Capital as Mechanism: Connecting Knowledge Within and Across Firms

Christina Chaminade	Autonomous University of Madrid, Spain
Hanno Roberts	Norwegian School of Management, Norway

Socialization Processes During the Post-Merger Integration Phase: Conditions for Tacit Knowledge Sharing & Construction of Common Narratives.

Frederic Leroy	Audencia Nantes Ecole de Management, France

Chair: ***Robert Galliers*** — London School of Economics and Political Science, UK

13-10 Explorations of Organisational Knowledge

Club House: Ground Floor

Knowledge and Organization - On knowledge and learning in bureaucracies, communities and

Lars Lindkvist	Linkoping University, Sweden

A Process View of Organizational Knowledge

Chandra Amaravadi	Western Illinois University, USA

Knowledge in Question: from Taylorism to Knowledge Management

Anne De Vos	University of Namur, Belgium
Claire Lobet-Maris	University of Namur, Belgium
Anne Wallemacq	University of Namur, Belgium

Chair: ***Georg Schreyoegg*** — Freie Universitaet Berlin, Germany

13-11 Practices of Managing Knowledge

Club House: First Floor

Knowledge Management and Customer Relationship Management: Management of Customer Feedback

Eila Jarvenpaa Helsinki University of Technology, Finland
Eerikki Maki Helsinki University of Technology, Finland

Project-Based Learning, Embedded Learning Contexts and the Management of Knowledge

Robert DeFillippi Suffolk University, USA
Michael Arthur Suffolk University, USA

Knowledge management routines as a source of organisational inertia: the case of Japanese corporate restructuring

Simon Collinson The University of Warwick, UK

Chair: ***Niklas Damiris*** Stanford University, USA

Saturday 6 April 2002 18:40 - 19:30

14-1 Plenary Session

Keynote Address Nafsika Hotel: Congress Hall

Open Source Software Development: Reflections on the Innovation Model

Georg von Krogh Professor of Management; Director of The Institute of Management, University of St. Gallen, Switzerland

Chair: ***Nikolaos Mylonopoulos*** ALBA, Greece

Saturday 6 April 2002 19:30 - 19:45

15-1 Plenary Session

Nafsika Hotel: Congress Hall

Closing

Nikolaos Mylonopoulos ALBA, Greece
Haridimos Tsoukas ALBA, Greece & University of Strathclyde, UK

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