

Friday 5 April, 09:30 - 10:00

*Plenary Session*

Nafsika Hotel : Congress Hall

Welcome Addresses

***Haridimos Tsoukas***

The George D. Mavros Research Professor of Organization and Management, ALBA, Greece and 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, 10:00 - 10:50

*Plenary Session*

Nafsika Hotel : Congress Hall

Distinguished Guest Speaker

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, 10:50 - 11:50

*Plenary Session*

Nafsika Hotel : Congress Hall

Keynote Address

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, 12:10 - 13:00

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*Plenary Session*

Nafsika Hotel : Congress Hall

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Keynote Address

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, 14:30 - 15:20

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*Plenary Session*

Nafsika Hotel : Congress Hall

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Keynote Address

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 Warwick, UK

Friday 5 April, 15:30 - 17:00

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*Practitioners' Track*

Nafsika Hotel : Congress Hall

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[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

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*Practitioners' Track*

Nafsika Hotel : Banquet A

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[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

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*Organisational Learning*

Nafsika Hotel : Banquet B

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[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 Netherlands

[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

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*Knowledge Creation and  
Organisational Innovation*

Arion Hotel : Conference Hall

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[Complements or Substitutes?: Organization & Project Team Strategies For  
Developing The Capability to Mobilize & Create New Knowledge](#)

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

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*Information Technologies and  
Knowledge Management*

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[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 University 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



*Knowledge Strategies, Organisational  
Competencies and Competitive  
Advantage*

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



*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

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*Human Resources, Knowledge Work  
and Knowledge Management*

Arion Hotel : Banquet Arion

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[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

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*Acquiring, Sharing and Transferring  
Knowledge*

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[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 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

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[Conceptualising Organizational Knowledge as Collective Tacit Knowledge: A Model of Redescription](#)

**Juani Swart** Cranfield University, UK  
**Annie 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 Organizations](#)

**Boris Wysusek** 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

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[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, 17:30 - 19:30

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[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

[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



[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



[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

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*Information Technologies and  
Knowledge Management*

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[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

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*Knowledge Strategies, Organisational  
Competencies and Competitive  
Advantage*

Arion Hotel : Tropical

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[Reflections on Learning, Organization and Capabilities in the Creative Industry- Notes on the Music Industry.](#)

***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

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*The Journal of Management Studies*  
*Doctoral Colloquium*

Arion Hotel : Aethrio

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[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

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*Human Resources, Knowledge Work  
and Knowledge Management*

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[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

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*Acquiring, Sharing and Transferring  
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[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

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*Explorations of Organisational  
Knowledge*

Club House : Ground Floor

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[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

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*Practices of Managing Knowledge*

Club House : First Floor

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[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, 09:00 - 09:50

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*Plenary Session*

Nafsika Hotel : Congress Hall

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Keynote Address

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

**John Seely Brown** Chief Scientist, Xerox Corporation; Chief Innovation Officer, 12 Entrepreneurship, USA

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

Saturday 6 April, 10:00 - 11:30

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*Practitioners' Track*

Nafsika Hotel : Congress Hall

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Panel Discussion

Knowledge Management and Public Policy

<b><i>Yiannis Caloghirou</i></b>	Secretary General for Industry, Ministry of Development, Greece
<b><i>George Papaconstantinou</i></b>	Secretary for the Information Society, Ministry of National Economy, Greece
<b><i>Erastos Filos</i></b>	Scientific Co-ordinator, IST Program - Key Action Two, European Commission, Belgium
<b><i>Billy McGilvray</i></b>	Scottish Enterprise Network, UK
<b>Chair: <i>Spyros Lioukas</i></b>	Athens University of Economics and Business, Greece

*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

*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

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*Knowledge Creation and  
Organisational Innovation*

Arion Hotel : Conference Hall

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[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

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*Information Technologies and  
Knowledge Management*

Arion Hotel : Bridge

[Effects of Enhanced and New Corporate Technological Knowledge in Responding to Technological Change.](#)

**P. SubbaNarasimha**                      St. Cloud State University, USA

[Organisational Reflections on the Introduction of Knowledge Managements Systems: Evidence from Supporting \(E-\) 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

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*Knowledge Strategies, Organisational Competencies and Competitive Advantage*

Arion Hotel : Tropical

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[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

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*The Journal of Management Studies  
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Arion Hotel : Aethrio

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[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

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*Human Resources, Knowledge Work and Knowledge Management*

Arion Hotel : Banquet Arion

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[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

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*Acquiring, Sharing and Transferring Knowledge*

Arion Hotel : Pegasus

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[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

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*Explorations of Organisational Knowledge*

Club House : Ground Floor

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[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

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*Practices of Managing Knowledge*

Club House : First Floor

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[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 Networks](#)

**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, 12:00 - 13:00

*Practitioners' Track*

Nafsika Hotel : Congress Hall

Panel Discussion

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

*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

[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

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[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

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[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

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*Knowledge Strategies, Organisational Competencies and Competitive Advantage*

Arion Hotel : Tropical

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[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

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*The Journal of Management Studies Doctoral Colloquium*

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[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

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*Human Resources, Knowledge Work  
and Knowledge Management*

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## 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

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*Acquiring, Sharing and Transferring  
Knowledge*

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## 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

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*Explorations of Organisational  
Knowledge*

Club House : Ground Floor

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## 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

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*Practices of Managing Knowledge*

Club House : First Floor

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## [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, 14:30 - 15:20

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*Plenary Session*

Nafsika Hotel : Congress Hall

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Keynote Address

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