# Programme OLKC 2012

**Date:** Thursday, 26/Apr/2012

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Programme

Presentations on Thursday, 26/Apr/2012

1.1_OL: Organizational Learning.

**Time:** Thursday, 26/Apr/2012: 9:00am - 10:30am  
**Room:** 1.1

**1.1_OL:** 1

**Moderated mediation to identify the knowledge stocks, learning flows and barriers at a Dutch telecom operator.**

*Tom De Schryver*¹, *Bas Rosendaal*²

¹University Twente, Netherlands, The; ²VU university Amsterdam, Netherlands, The;  
*tdschryver@utwente.nl*,  
*b.w.rosendaal@vu.nl*

**1.1_OL:** 2

**Dynamics of the relationship between knowledge and organizational performance**

*Fernando Antonio Arenas*

Universidad ICESI, Colombia;  
*faarenas@icesi.edu.co*

**1.1_OL:** 3

**Organizational learning as waves of remaking a teeming activity: A middle managers´ construction and breaking of structures**

*Marianne Doos*, *Peter Johansson*, *Lena Wilhelmson*

Dep. of Education, Stockholm University, Sweden;  
*marianne.doos@edu.su.se*

2.1_K: Knowledge

**Time:** Thursday, 26/Apr/2012: 9:00am - 10:30am  
**Room:** 1.2

**2.1_K:** 1

**‘Adaptive Mastery’ in Action: 2012 Olympic Games Transport Planning, Reflections of a Knowledgeable Agent.**

*Liz Lee-Kelley*¹, *Neil Turner*¹, *Tim Brady*²

¹Cranfield University, United Kingdom; ²University of Brighton;  
*liz.lee-kelley@cranfield.ac.uk*

**2.1_K:** 2

**WORKING TOGETHER IN COMPLEX AND INTERDEPENDENT WORK SETTINGS: SOCIAL CAPITAL, ROUTINES’ EMERGENCE AND GROUP PERFORMANCE**

*Cécile Belmondo*¹, *François Deltour*², *Caroline Sargs Roussel*³

¹IAE Institute University of Lille, LEM Research Center, France; ²cole des Mines de Nantes Engineering School, France; ³IESEG School of Management, LEM Research Center, France;  
*cécile.belmondo@univ-lille1.fr*,  
*c.roussel@ieseg.fr*

**2.1_K:** 3

**HOW UNFAMILIAR PARTNERS SUCCEED IN EXPLORATIVE ALLIANCES? AN ANALYSIS OF KNOWLEDGE-SHARING ROUTINES AND PSYCHOLOGICAL CONTRACTS CO-EVOLUTION**

*Isabel Estrada*¹, *Dries L.M. Faems*², *Natallia Martín-Cruz*³, *Pilar Pérez-Santana*¹

¹University of Valladolid, Spain; ²University of Groningen, The Netherlands;  
*iestrada@eco.uva.es*

3.1_CAP: Capabilities

**Time:** Thursday, 26/Apr/2012: 9:00am - 10:30am  
**Room:** 1.3

**3.1_CAP:** 1

**Dimensions and antecedents of the Absorptive Capacity, how are they related?**

*José Luis Ferreras Méndez*, *Joaquín Alegre Vidal*, *Ana Isabel Fernández Mesa*

Universidad de Valencia, Spain;  
*luis.ferreras@uv.es*
3.1_CAP: 2
Kevin Orr
University of Hull, United Kingdom; k.orr@hull.ac.uk

3.1_CAP: 3
Engaging with practices: A review of empirical studies using a practice lens in organizational settings
Hanna Timonen, Meri Jalonen, Tanja Kuronen-Mattila
Aalto University, Finland; hanna.timonen@aalto.fi

4.1_Sym: Symposium on organising processes
Time: Thursday, 26/Apr/2012: 9:00am - 10:30am Room 2.1
4.1_Sym: 1
Reflective learning within research-based theatre; complexity of roles and functions
Anne Pässilä
Lappeenranta University of Technology, Finland; anne.passila@lut.fi
4.1_Sym: 2
TENSIONS, CONTRADICTIONS AND LEARNING IN ORGANIZATIONAL AND WORK PROCESSES
Hannele Kerosuo, Tarja Mäki
University of Helsinki, Finland; hannele.kerosuo@helsinki.fi

5.1_Inn: Innovation
Time: Thursday, 26/Apr/2012: 9:00am - 10:30am Room 2.2
5.1_Inn: 1
FOSTERING INNOVATION CAPABILITY THROUGH A THREE-DIMENSIONAL HUMAN CAPITAL PERSPECTIVE: EMPIRICAL EXAMINATION ON THE SPANISH INNOVATIVE INDUSTRY
Celia Martin-Sierra, Isabel Prieto Pastor, Pilar Perez Santana
University of Valladolid (Spain), Spain; celia.mrtn@gmail.com
5.1_Inn: 2
Human resource management practices as an antecedent of innovation in a TQM framework
Maria Gil-Marques¹, Maria D. Moreno-Luzón², Francisco Arteaga²
¹University of Valencia, Spain; ²Catholic University of Valencia, Spain; maria.moreno@uv.es
5.1_Inn: 3
THE ROLE OF CREATIVITY IN THE RELATIONSHIP BETWEEN HUMAN RESOURCES PRACTICES AND INNOVATION. AN EXPLORATORY STUDY
Naiara Escribá Carda, Mª Teresa Canet Canet Giner, Francisco Balbastre Benavent
UNIVERSIDAD DE VALENCIA, Spain; naiescar@alumni.uv.es

Coffee Break in the morning
Time: Thursday, 26/Apr/2012: 10:30am – 11:00am

1.2_OL: Organizational Learning
Time: Thursday, 26/Apr/2012: 11:00am - 12:30pm Room 1.1
1.2_OL: 1
Intellectual Capital and Human Resource Management to achieve an ambidextrous learning
Susana Pasamar, Mirta Díaz, Ramón Valle
Universidad Pablo de Olavide, Spain; spasrey@upo.es
1.2_OL: 2
Driving organizational ambidexterity in a total quality management framework. The key role of the corporate culture.
Maria D. Moreno-Luzon¹, Maria Gil-Marques², Francisco Arteaga³
¹University of Valencia, Spain; ²Catholic University of Valencia, Spain; maria.moreno@uv.es

1.2_OL: 3
The Different Speed of Adaptation: Dynamic Capabilities, Learning Architectures, and HRM Systems
Wolfgang Guettel¹, Nina Katrin Hansen²
¹University of Linz, Austria; ²University of Hamburg, Germany; ninakatrin.hansen@wiso.uni-hamburg.de

2.2_K: Knowledge
Time: Thursday, 26/Apr/2012: 11:00am - 12:30pm Room 1.2
2.2_K: 1
ABSORBING EXTERNAL KNOWLEDGE: A MICRO-FOUNDATION PERSPECTIVE ON THE SUPPORTIVE ROLE OF HIGH-SKILLED EXTERNAL PROFESSIONALS
Ulrike Bonss, Arjan Kozica, Stephan Kaiser
University of Bundeswehr Munich, Germany; Ulrike.Bonss@unibw.de

2.2_K: 2
Cultivating Local Knowledge: Agency, Power and Culture
Carry Mak¹, Jacky Fok Loi Hong¹, Robin Stanley Snell²
¹University of Macau, Macau S.A.R. (China); ²Lingnan University, Hong Kong S.A.R. (China); carrymak@umac.mo, fbaflh@umac.mo

2.2_K: 3
TEAM DESIGN AND DYNAMICS AS KEY ELEMENTS OF KNOWLEDGE MANAGEMENT POLICIES AIMED AT FOSTERING ORGANIZATIONAL LEARNING
Salvador Vivas-López, Victor Oltra
University of Valencia, Spain; victor.oltra@uv.es

3.2_CAP: Capabilities
Time: Thursday, 26/Apr/2012: 11:00am - 12:30pm Room 1.3
3.2_CAP: 1
TOWARDS A DYNAMIC KNOWLEDGE-BASED VIEW OF COMPETITIVE ADVANTAGE: AN INTEGRATIVE FRAMEWORK
Jorge Cruz-González, Pedro López-Sáez, José Emilio Navas-López, Miriam Delgado-Verde
Complutense de Madrid University, Spain; jorge.cruz@ccee.ucm.es, pedro.lopez@ccee.ucm.es

3.2_CAP: 2
INTERGENERATIONAL COMMUNITIES OF PRACTICE: SHEDDING NEW LIGHT ON OLDER WORKERS?
Donald Ropes
Inholland University of Applied Sciences, Netherlands, The; Donald.ropes@inholland.nl

3.2_CAP: 3
MANAGING KNOWLEDGE AND LEARNING THROUGH "COMMUNITIES OF PRACTICE”
Tuija Johanna Lämsä
University of Oulu, Finland; tuija.lamsa@oulu.fi
4.2_Sym: Symposium on organising processes

**Time:** Thursday, 26/Apr/2012: 11:00am - 12:30pm  
**Room:** 2.1

4.2_Sym: 1

**Situated Learning and Change in Organisational Practices: Learning the Ropes of the Commercialization of Academic Research**

Dagmara Maria Weckowska  
University of Sussex, United Kingdom; dmw24@sussex.ac.uk

4.2_Sym: 2

**The Power of Changing Knowledge Domains**

Cathrine Filstad  
BI Norwegian School of Business, Norway; cathrine.filstad@bi.no

4.2_Sym: 3

**Innovating Healthcare: facing a new age. Sense-making and knowledge sharing processes in organizing an enterprise start-up.**

Mara Gorli, Laura Galuppo, Giuseppe Scaratti  
università cattolica of Milan, Italy; mara.gorli@unicatt.it

5.2_Inn: Innovation

**Time:** Thursday, 26/Apr/2012: 11:00am - 12:30pm  
**Room:** 2.2

5.2_Inn: 1

**UNDERSTANDING THE RELATION BETWEEN IT COMPETENCE AND THE COMMERCIAL SUCCES OF INNOVATION**

ANA ISABEL FERNÁNDEZ-MESA1, JOAQUIN ALEGRE-VIDAL2, RICARDO CHIVA-GÓMEZ3, JOSE LUIS FERRERAS-MÉNDEZ4  
1INGENIO (CSIC-UPV), Universitat Politècnica de València, Spain and Universitat de València, Spain; 2UNIVERSITAT DE VALENCIA, Spain; 3Universitat Jaume I, Spain; anabel.fernandez@uv.es

5.2_Inn: 2

**The self-organization dynamics of the transition from the fuzzy front end to the development phase in inter-organizational innovations**

Johanna Habib  
Université de Nantes, France; johanna.habib@univ-nantes.fr

5.2_Inn: 3

**Exploring the dynamics of entanglement: A practiced-based study of biomedical innovation**

Sue Newell1, Maxine Robertson2, Jacky Swan3, Cliff Oswick4  
1Bentley University, Boston, USA; 2Queen Mary University of London, United Kingdom; 3Warwick University, United Kingdom; 4City University, United Kingdom; snewell@bentley.edu

Lunch

**Time:** Thursday, 26/Apr/2012: 12:00am – 2:00pm

Keynote speaker Dvora Yanow (Wageningen University and the University of Amsterdam):

**From organizational learning to practice studies: Learning and unlearning in mastering a practice**

**Time:** Thursday, 26/Apr/2012: 2:00pm – 3:15pm  
**Conference Room**
1.3_OL: Organizational Learning

*Room 1.1*

**ORGANIZATIONAL TRUST, LEARNING CAPABILITY AND PERFORMANCE: AN EMPIRICAL STUDY**

*Jacob Guinot, Ricardo Chiva, Francisco Fermín Mallén*

Universitat Jaume I, Spain; guinotj@emp.uj.es

**Developing Trust in Study Groups**

*José Roberto Concha*

Universidad Icesi, Colombia; rconcha@icesi.edu.co

**KNOWLEDGE TRANSFER HORIZONTALLY AND VERTICALLY IN THE VALUE CHAIN: THE ROLE OF AN INTEGRATION UNIT**

*Anita Ellen Tobiassen*

BI Norwegian Business School, Norway; anita.e.tobiassen@bi.no

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2.3_K: Knowledge

*Room 1.2*

**Talent Management and Knowledge Management: toward a Critique and Theoretical Integration**

*Cindy Wang-Cowham¹, Ken Kamoche¹, Carole Tansley¹, Paul Iles²*

¹Nottingham Trent University, United Kingdom; ²The University of Salford, United Kingdom; cindy.wangcowham@ntu.ac.uk

**EXPANSIVE LEARNING IN A LIBRARY: CONTRADICTIONS AS A DRIVING FORCE OF ORGANIZATIONAL TRANSFORMATION**

*Juhana Rantavuori, Yrjö Engeström, Hannele Kerosuo*

University of Helsinki, Finland; juhana.rantavuori@helsinki.fi

**BEYOND KNOWLEDGE MANAGEMENT – UNDERSTANDING HOW TO SHARE KNOWLEDGE THROUGH LOGIC AND PRACTICE**

*Anna Sofia Jonsson*

Lund University, Sweden; anna.jonsson@fek.lu.se

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3.3_CAP: Capabilities

*Room 1.3*

**Absorption and creation of new knowledge – a multi-case study of different forms of knowledge impacting on absorptive capacity**

*Tuija Oikarinen, Anne Kalio*

Lappeenranta University of Technology, Finland; tuija.oikarinen@lut.fi

**SIGNIFICANCE OF ORGANIZATIONAL ROUTINES AS A SOURCE OF LEARNING DURING POST-ACQUISITION INTEGRATION OF BUSINESS FUNCTIONS**

*Uma Urs¹, David Arnott²*

¹Warwick Business School, University of Warwick, United Kingdom; ²Warwick Business School, University of Warwick, United Kingdom; uma.urs.10@mail.wbs.ac.uk
A process perspective on absorptive capacity and organizational learning by integrating the concept of organizational memory

Barbara Mueller, Christian Garaus
Johannes Kepler University Linz, Austria; barbara.mueller@jku.at

4.3_Sym: Symposium on organising processes

Time: Thursday, 26/Apr/2012: 3:15pm - 4:45pm
Room 2.1

From harmony to chaos - Constructing and de-constructing a learning space in organizational change situations

Maija Vähämäki
Turku School of Economics, Finland; maija.vahamaki@utu.fi

Co-construction of a new concept as collaborative production of knowing in a participatory research process

Meri Jalonen, Anneli Pulkki
Aalto University, Finland; meri.jalonen@aalto.fi

Are working practices the place where organization studies and workplace learning cross each other?

Silvia Gherardi
University of Trento, Italy; silvia.gherardi@unitn.it

5.3_Inn: Innovation

Time: Thursday, 26/Apr/2012: 3:15pm - 4:45pm
Room 2.2

ABSORPTIVE CAPACITY, INNOVATION AND ORGANIZATIONAL PERFORMANCE: THE ROLE OF EXPLORATION REVIEWED

Hammady Ahmed Dine Rabeh, Daniel Jimenez Jimenez, Micaela Martinez Costa
University of Murcia, Spain; rabeh.hammady@um.es

The determinants of innovation performance: analyzing organizational capabilities

Ana Garcia Granero, Jaider Vega-Jurado, Joaquin Alegre Vidal
1INGENIO (CSIC-UPV), Valencia, Spain.; 2University of Valencia, Valencia, Spain.; angargr2@ingenio.upv.es

The mechanisms underlying the territorial innovation dynamics: the role of architectural knowledge

Rani Jeanne DANG, Catherine THOMAS
1University of Gothenburg, Sweden; 2University of Nice, GREDEG, CNRS, France; dang@gredeg.cnrs.fr, thomas@gredeg.cnrs.fr

Coffee Break in the afternoon

Time: Thursday, 26/Apr/2012: 4:45pm – 5:15pm
1.4_OL: Organizational Learning

Time: Thursday, 26/Apr/2012: 5:15pm - 6:45pm  Room 1.1

1.4_OL: 1

ORGANIC ORGANIZATIONAL STRUCTURE: ANOTHER STEP IN PROMOTING ORGANIZATIONAL LEARNING CAPACITY

Francisco Fermín Mallén1, Ricardo Chiva1, Joaquín Alegre2, Jacob Guinot1
1Universitat Jaume I, Spain; 2Universidad de Valencia, Spain; fmallen@emp.uj.es

1.4_OL: 2

Situated Learning during Uncertain Events: The Case of the German EHEC outbreak 2011

Allan Macpherson1, Gordon Müller-Seitz2
1De Montfort University, United Kingdom; 2Freie Universität Berlin, Germany; amacpherson@dmu.ac.uk

1.4_OL: 3

Lessons from the Land of OZ: An empirical case study of a U.S Financial services firm amidst transformational change effort and leadership’s role in fostering knowledge creation capability.

Margaret Delaney Kirchoff / Gorman, Lyndsay Welsh Chamblin
George Washington University, United States of America; mgorman@gwu.edu

2.4_K: Knowledge

Time: Thursday, 26/Apr/2012: 5:15pm - 6:45pm  Room 1.2

2.4_K: 1

Knowledge sharing in a diverse scientific community

Clara Kulich, Fabio LORENZI-CIOLDI
Université de Genève, Switzerland; clara.kulich@unige.ch

2.4_K: 2

Mapping Critical Knowledge Assets in the ATLAS Collaboration at CERN: an I-Space Approach

Martin Ihrig1, Agustí Canals2, Max Boisot3, Markus Nordberg4
1University of Pennsylvania; 2Universitat Oberta de Catalunya; 3ÉSADE; 4CERN; acanalsp@uoc.edu

2.4_K: 3

KNOWLEDGE EXCHANGE IN NETWORKED ORGANIZATIONS: DOES PLACE MATTER?

Chris Mabey1, Amy Wong2
1Birmingham University, United Kingdom; 2Poly-University, Hong Kong; c.mabey@bham.ac.uk

2.4_K: 4

THE PLACE OF TRUST IN THE KNOWLEDGE EXCHANGE EFFICIENCY OF THE ATLAS COLLABORATION.

Finian Buckley, Angelos Alexopoulos
University Business School, Dublin, Ireland; Finian.Buckley@dcu.ie

3.4_CAP: Capabilities

Time: Thursday, 26/Apr/2012: 5:15pm - 6:45pm  Room 1.3

3.4_CAP: 1

Design Management in SME: Extending the bundle of Dynamic Capabilities

ANA ISABEL FERNÁNDEZ-MESA1, JOAQUIN ALEGRE-VIDAL2, RICARDO CHIVA-GÓMEZ2, ANTONIO GUTIERREZ-GRACIA3
1INGENIO (CSIC-UPV), Universitat Politècnica de València, Spain; 2UNIVERSITAT DE VALÈNCIA, Spain; 3Universitat Jaume I; 4INGENIO (CSIC-UPV), Universitat Politècnica de València and UNIVERSITAT DE VALÈNCIA, Spain; anabel.fernandez@uv.es
3.4_CAP: Interaction frequency and performance in interfirm new product development projects: Toward a contingent relational view
Dries Faems¹, Stephanie Schleimer²
¹University of Groningen, Netherlands, The; ²UQ Business School, Australia; d.j.m.faems@rug.nl

3.4_CAP: Balancing and fueling exploration and exploitation: the role of project designs for absorptive capacity and ambidexterity in R&D-focused organizations
Christian Garaus, Barbara Mueller, Wolfgang H. Guettel, Stefan Konlechner, Hubert Lackner
Johannes Kepler University Linz, Austria; christian.garaus@jku.at

4.4_OL & K: Organizational Learning and Knowledge
Time: Thursday, 26/Apr/2012: 5:15pm - 6:45pm Room 2.1
4.4_OL & K: To have and to hoard: Reasons for knowledge hoarding in organizations
Bart van den Hooft, Colin Otto
VU University Amsterdam, Netherlands, The; b.j.vanden.hooff@vu.nl

4.4_OL & K: CO-CREATION DIMENSIONS IN SERVICE ENCOUNTERS: A DYADIC PERSPECTIVE
Carmen Neghina¹, Marjolein C. J. Caniëls¹, Marcel J. H. van Birgelen², José M. M. Bloemer²
¹Open Universiteit, Netherlands, The; ²Radboud University, Netherlands; carmen.neghina@ou.nl

4.4_OL & K: Transferring Know-How in the Internationalization of Services: The Case of the Hotel Industry
Cristina Villar-Garcia, José Pla-Barber, Fidel León-Darder
University of Valencia, Spain; cristina.villar@uv.es

5.4_Inn: Innovation
Time: Thursday, 26/Apr/2012: 5:15pm - 6:45pm Room 2.2
5.4_Inn: How an era of disruptive innovations is helping organizations make better use of their knowledge management systems
Nabil Sultan
Liverpool Hope University, United Kingdom; sultann@hope.ac.uk

5.4_Inn: Diverse perspectives on drivers and hampering factors for the creation of knowledge in organizations: an approach to the Spanish Innovation System.
Cristian Matti, Rodrigo Martinez Novo
INGENIO(CSIC-UPV), Spain; crimat@ingenio.upv.es, rodmarno@upvnet.upv.es

5.4_Inn: Interrupted innovation: actions driving and legitimizing radical innovations in a large firm
Magnus Johansson, Rani Jeanne DANG, Rick MIDDEL
University of Gothenburg, Sweden, Sweden; dang@gredeg.cnrs.fr
Presentations on Friday, 27/Apr/2012

1.5_OL: Organizational Learning
Session Chair: Wolfgang H. Guettel, Johannes Kepler University Linz, Austria
Time: Friday, 27/Apr/2012: 9:00am - 10:30am Room 1.1
1.5_OL: 1
LEARNING TO INNOVATE AS WEAVING THE SKILL WEBS IN PRACTICE: BRIDGING EPISODES FROM CREATIVE SECTOR PROJECTS IN TEHRAN AND LONDON
Neek Alyani¹, David Guile²
¹LLAKES Centre, IOE, University of London, United Kingdom and Tehran Innovatin Lab, TIR Group, Faculty of World Studies, University of Tehran; ²LLAKES Centre, IOE, University of London, United Kingdom; n.alyani@gmail.com

1.5_OL: 2
T-Shaped Knowledge Workers: Why Graduates Should Learn to Think Deep and Lateral at the Same Time
Dirk Schneckenberg
ESC Rennes School of Business, France; dirk.schneckenberg@gmail.com

1.5_OL: 3
ON QUALITATIVE ASPECTS OF RESOURCES IN DISCUSSION OF TRADE-OFF IN AMBIDEXTERITY FIELD
Eduard Montesinos, Virginia Simón, Joaquin Alegre, Lorenzo Revuelto
University of Valencia, Spain; monsane@alumni.uv.es

1.5_OL: 4
TRANSFORMATIONAL LEADERSHIP, ORGANISATIONAL LEARNING AND HAPPINESS IN A KNOWLEDGE INTENSIVE CONTEXT
Andrés Salas Vallina, Joaquin Alegre Vidal, Rafael Fernández Guerrero
UNIVERSIDAD DE VALENCIA, Spain; andres.sva@gmail.com

2.5_K: Knowledge
Session Chair: Bart van den Hooff, VU University Amsterdam, The Netherlands
Time: Friday, 27/Apr/2012: 9:00am - 10:30am Room 1.2
2.5_K: 1
Strategic orientations for innovation: theoretical and empirical insights
Stefano Denicolai, Antonella Zucchella
University of Pavia, Italy; stefano.denicolai@eco.unipv.it

2.5_K: 2
KNOWLEDGE-BASED INDUSTRIAL ASSESSMENT METHOD: ACTION RESEARCH IN GLASS AND AUTOMOTIVE COMPANIES
Jorge Muniz Jr.¹, Edgard Dias Batista Jr..², Davi Noboru Nakano³
¹UNESP - Sao Paulo State University, Brazil; ²USP - University of Sao Paulo, Brazil; jorgemuniz@feg.unesp.br

2.5_K: 3
KNOWLEDGE TRANSFER PATTERNS IN THE BIOTECHNOLOGY FIELD
Beatriz Ortiz García Navas, Mario J. Donate, Fátima Guadamillas Gómez
Universidad de Castilla La Mancha, Spain; Beatriz.ortiz@uclm.es, mariojavier.donate@uclm.es, Fatima.Guadamillas@uclm.es

2.5_K: 4
The mediating role of knowledge acquisition between social capital and innovativeness
Gloria Parra Requena, Maria José Ruiz Ortega, Job Rodrigo Alarcón, Pedro Manuel García Villaverde
Castilla-La Mancha University, Spain; Job.Rodrigo@uclm.es
### 3.5_CAP: Capabilities

**Session Chair:** Isabel Prieto, University of Valladolid, Spain  
**Time:** Friday, 27/Apr/2012: 9:00am - 10:30am  
Room 1.3

1. **Transforming the university library: an absorptive capacity perspective**  
   *Montserrat Prats Lopez, Marleen H. Huysman*  
   Vrije Universiteit Amsterdam, Netherlands, The; m.pratslopez@vu.nl

2. **Management and Communication of Intangible Assets: A Model Test in Some Italian SMEs**  
   *Maria Crema, Anna Nosella*  
   University of Padova, Italy; crema@gest.unipd.it, anna.nosella@unipd.it

3. **Transforming the Golden Goose: Path Creation Resulting from Knowledge Sharing Processes**  
   *Hin Hoarau-Heemstra*  
   University of Nordland, Norway; hin.hoarau.heemstra@uin.no

4. **Dynamic capabilities: origin, evolution and perspectives**  
   *Joelson Obregão Matoso, Adriana Roseli Wunsch Takahashi, Nicole Maccali*  
   Universidade Federal do Paraná, Brazil; jomatoso@msn.com, adrianarwt2@terra.com.br, nicole.maccali@gmail.com

### 4.5_POL: Pract Organizational Learning

**Session Chair:** Silvia Gherardi, University of Trento, Italy  
**Time:** Friday, 27/Apr/2012: 9:00am - 10:30am  
Room 2.1

1. **Shrinking shades from managing organizational practice-based innovation processes**  
   *Mirva Helena Hyypia¹, Tuija Hannele Oikarinen²*  
   ¹Lappeenranta University of Technology, Finland; ²Lappeenranta University of Technology, Finland; mirva.hyypia@lut.fi

2. **The Role of the Individual in Sharing of Knowledge in Project-Based Organisations**  
   *Karin Maria Helena Johansson*  
   Chalmers University of Technology, Sweden; karin.johansson@chalmers.se

3. **What Do Good Designers Know? An Exploration of Designers’ Knowing in Practice**  
   *Ileana Maris, Ard Huizing*  
   University of Amsterdam, Netherlands, The; i.maris@uva.nl

4. **The Institutionalization of “Concerted Practices” The Case of the Observatories of Civil Justice**  
   *Luca Verzelloni*  
   University of Bologna, Italy; luca.verzelloni@unibo.it

5. **Knowledge Management Strategy – A Strategy for Learning in Practice?**  
   *Etty Ragnhild Nilsen*  
   Buskerud University College, Norway; etty.nilsen@hibu.no
5.5_OL & K: Organizational Learning and Knowledge

Session Chair: Juani Swart, University of Bath, United Kingdom
Time: Friday, 27/Apr/2012: 9:00am - 10:30am
Room 2.2

5.5_OL & K: 1
Organizational Learning: Between organizing and knowing
Ulrik Brandi, Bente Elkjaer, Steffen Bohni Nielsen
Aarhus University, Denmark; ulbr@dpu.dk

5.5_OL & K: 2
Knowledge sharing in public sector organizations: evidence from secondary schools
Tatiana Andreeva, Anastasia Sergeeva, Yaroslav Pavlov, Anastasia Golubeva
Saint-Petersburg State University, Russia; anastasya.sergeeva@gmail.com

5.5_OL & K: 3
THE IMPACT OF THE NATIONAL CULTURE ON THE INTERACTIVE AND COLLABORATIVE APPROACHES TO KNOWLEDGE MANAGEMENT: AN EXPLORATORY STUDY
Pavel Bogolyubov, Mark Easterby-Smith, Valerie Stead
Lancaster University Management School, United Kingdom; p.bogolyubov1@lancaster.ac.uk

5.5_OL & K: 4
WORKPLACE CREATIVITY AND LEARNING UNDER PREASURE
Elena Sanandres, Joaquin Alegre
University of Valencia, Spain; m.Elena_Sanandres@uv.es

Coffee Break in the morning
Time: Friday, 27/Apr/2012: 10:30am – 11:00am

1.6_OL: Organizational Learning
Time: Friday, 27/Apr/2012: 11:00am - 12:30pm
Room 1.1

1.6_OL: 1
Creating and Using Electronic Health Records: Problems of interdependent creation and independent use of the checklist and narrative genres
Sue Newell, Gary David, Robert Galliers
Bentley Uni and Warwick Uni, United States of America; snewell@bentley.edu

1.6_OL: 2
Learning to achieve service improvements in healthcare
George Boak
York St John University, United Kingdom; g.boak@yorksj.ac.uk

1.6_OL: 3
ASSESSING ONLINE HEALTH CARE SERVICES SUCCESS
Marcelina Solano-Lorente, Eva Martinez-Caro, Juan Gabriel Cegarra-Navarro
Universidad Politécnica de Cartagena, Spain; marceliel@hotmail.es

2.6_K: Knowledge
Time: Friday, 27/Apr/2012: 11:00am - 12:30pm
Room 1.2

2.6_K: 1
Knowledge Exploitation and Exploration in Higher Education Mergers A Performativ view
Mehdi Safavi
the University of Edinburgh Business School, United Kingdom; s.m.safavi@sms.ed.ac.uk
DOES A COOPERATIVE CLIMATE ALWAYS LEAD TO KNOWLEDGE SHARING? THE ROLES OF INTRINSIC MOTIVATION AND JOB AUTONOMY

Óscar Llopis-Córcoles¹, Nicolai J. Foss²
¹Institute of Innovation and Knowledge Management, INGENIO (CSIC-UPV) and University of Valencia, Spain; ²Copenhagen Business School and Norwegian School of Economics and Business Administration; osilocor@ingenio.upv.es

Knowledge Integration in Multi-vendor Outsourcing Relationships: Towards a Conceptual Framework

Xiaowei Jin, Julia Kotlarsky
The University of Warwick, United Kingdom; phd11xj@mail.wbs.ac.uk

3.6_CAP: Capabilities

Time: Friday, 27/Apr/2012: 11:00am - 12:30pm Room 1.3

Organization Ambidexterity dynamism: The role of upper echelons

ANA ISABEL FERNÁNDEZ-MESA¹, MARÍA IBORRA-JUAN², VICENTE SAFÓN-CANO²
¹INGENIO (CSIC-UPV). Universitat Politècnica de València, Spain and Universitat de València, Spain; ²UNIVERSITAT DE VALENCIA, Spain; miborra@uv.es

THE KNOWLEDGE-BASED THEORY OF THE FIRM AND THE QUESTION OF FIRM BOUNDARIES

PEDRO LÓPEZ SÁEZ, JOSÉ EMILIO NAVAS LÓPEZ, GREGORIO MARTÍN DE CASTRO, JORGE CRUZ GONZALEZ
UNIVERSIDAD COMPLUTENSE DE MADRID, Spain; pedro.lopez@ccee.ucm.es, jorge.cruz@ccee.ucm.es

MANAGERIAL PRACTICES ENABLING AMBIDEXTERITY: A MULTI-CASE APPROACH.

Neil Turner¹, Harvey Maylor¹, Juani Swart², Liz Lee-Kelley¹
¹Cranfield University, United Kingdom; ²University of Bath, United Kingdom; neil.turner@cranfield.ac.uk

4.6_OL & K: Organizational Learning and Knowledge

Time: Friday, 27/Apr/2012: 11:00am - 12:30pm Room 2.1

Reflexive learning by means of employee surveys? – Two case studies in small and medium-sized enterprises –

Tanja Schulze¹, Silke Geithner², Annett Schaedlich³
¹Chemnitz University of Technology, Department of Organization Studies, Germany; ²Dresden University of Technology, Department of Organization Studies, Germany; ³Chemnitz University of Technology, Department of Organization Studies, Germany; tanja.schulze@wirtschaft.tu-chemnitz.de, silke.geithner@tu-dresden.de, annett.schaedlich@wirtschaft.tu-chemnitz.de

Organisational learning and the double bind: An interpretive case study approach

Dawn Langley¹, Paul Tosey¹, Mark Saunders²
¹Alchemy Research and Consultancy; ²University of Surrey, United Kingdom; dawn.langley@o2.co.uk, P.Tosey@surrey.ac.uk

Re-inventing Ethnographic practise: The Use of Ethnographic Methods in Organisational Development

Eva Bjerrum, Anne Bech Fangel
Alexandra Institute, Denmark; eva.bjerrum@alexandra.dk, Anne@alexandra.dk
5.6_OL & K: Organizational Learning and Knowledge

**Time:** Friday, 27/Apr/2012: 11:00am - 12:30pm  
**Room:** 2.2

**INTERACTIONS BETWEEN SHARED COMPETENCES, DYNAMIC CAPABILITIES AND INNOVATION PERFORMANCE**

César Camison¹, Beatriz Forés², Alba Puig³, Montserrat Boronat³  
¹Universitat de València, Spain; ²Universitat Jaume I, Spain; ³Universitat Jaume I, Spain; bfores@emp.uj.es

5.6_OL & K: 2

**All change? Learning and innovation in public sector reform**

Jean Hartley¹, Lyndsay Rashman²  
¹University of Warwick, United Kingdom; ²University of Manchester, United Kingdom; Lyndsay.Rashman@mbs.ac.uk

5.6_OL & K: 3

**Shedding new theoretical and methodological lights on integration innovations in service providing organizations**

Anu Maaria Kajamaa, Hanna Toiviainen, Yrjö Engeström, Angelique Hilli  
University of Helsinki, Finland; anu.kajamaa@helsinki.fi

**Lunch**

**Time:** Thursday, 26/Apr/2012: 12:00am – 2:00pm

**Keynote speaker Marlena Fiol (University of Colorado, Denver):**

**Organizational Unlearning**

**Time:** Friday, 27/Apr/2012: 2:00pm – 3:15pm

1.7_OL: Organizational Learning

**Time:** Friday, 27/Apr/2012: 3:15pm - 4:45pm  
**Room:** 1.1

**IMPLEMENTATION RESEARCH IN HEALTHCARE: A CASE STUDY IN CANADA**

Marco Marabelli, Sue Newell  
Bentley University, United States of America; snewell@bentley.edu

1.7_OL: 2

**Play and Sense-Making: A Meta-Paradigm Perspective of Organizational Learning**

Irina Popova-Nowak  
George Washington University, United States of America; inowak@gwu.edu

1.7_OL: 3

**How high reliability organizations become role model for organisational learning? - The impact of continuous reflection on change, performance and system development**

Silke Geithner¹, Peter Mistele², Klaus-Peter Schulz³  
¹Dresden University of Technology, Germany; ²Accenture, Germany; ³ICN Business School Nancy/Metz, France; silke.geithner@tu-dresden.de, peter.mistele@gmx.de, klaus-peter.schulz@icn-groupe.fr
2.7_K: Knowledge

**Time:** Friday, 27/Apr/2012: 3:15pm - 4:45pm  
**Room:** 1.2

2.7_K: 1

**Why do individual workers share their knowledge in organisations? The answer from the field of cognitive sciences explored.**

**Jeroen Wittink**  
Inholland University of Applied Sciences; jeroen.wittink@inholland.nl

2.7_K: 2

**Shedding Light on the Role of the Supervisor in Workplace Learning**

**Michelle Phillips MELICK**  
UTS, Australia; michelle.melick@student.uts.edu.au

2.7_K: 3

**Out of the Shadows: Learning and Knowledge Generation in Low-Resource Organizations**

**Roxanne Ward Zaghab**  
University of Maryland Baltimore, United States of America; Rzaghab@rx.umar.maryland.edu

3.7_CAP: Capabilities

**Time:** Friday, 27/Apr/2012: 3:15pm - 4:45pm  
**Room:** 1.3

3.7_CAP: 1

**The impact of organizational mechanisms and headquarter transfer motivators on subsidiary absorptive capacity**

**Torben Pedersen**¹, **Stephanie Schleimer**²  
¹Copenhagen Business School, Denmark; ²University of Queensland, Brisbane Queensland, Australia; tp.smg@cbs.dk

3.7_CAP: 2

**THE RELATIONSHIP BETWEEN CSR AND TECHNOLOGICAL LEADERSHIP AS A BUSINESS PERFORMANCE DETERMINANT IN THE RENEWABLE ENERGY INDUSTRY**

**María Isabel González Ramos**, **Mario Javier Donate Manzanares**, **Fátima Guadamillas Gómez**  
Universidad de Castilla-La Mancha (UCLM), Spain; Mariaisabel.Gonzalez@uclm.es

3.7_CAP: 3

**The Performance Implications of Errors in Replicating Best Practices**

**Helmut Dietl**, **Markus Lang**, **Eric Lucas**, **Dirk Martignoni**  
University of Zurich, Switzerland; markus.lang@business.uzh.ch, eric.lucas@uzh.ch, dirk.martignoni@gmail.com

4.7_OL & K: Organizational Learning and Knowledge

**Time:** Friday, 27/Apr/2012: 3:15pm - 4:45pm  
**Room:** 2.1

4.7_OL & K: 1

**A Dynamic Model of Ambidexterity: The Changing Interplay of Exploration and Exploitation**

**Wolfgang H. Güttel**, **Christian Garaus**, **Stefan Konlechner**, **Hubert Lackner**, **Barbara Müller**  
University Linz, Austria; hubert.lackner@jku.at

4.7_OL & K: 2

**Transversal Learning from information systems related incidents**

**Mohammad Hosein Rezazade Mehrizi**¹, **Davide Nicolini**², **Joan Rodon**¹  
¹ESADE Business School, Spain; ²Warwick Business School, UK; rezazadem@gmail.com

4.7_OL & K: 3

**Bottom-up learning and the institutionalization of operations strategy to the corporate strategy process: A micro-level approach**

**ELENI KARFAKI**, **EMMANUEL D. ADAMIDES**  
UNIVERSITY OF PATRAS, Greece; ekarfaki@mech.upatras.gr
5.7_OL & K: Organizational Learning and Knowledge

**Time:** Friday, 27/Apr/2012: 3:15pm - 4:45pm

**Room 2.2**

**5.7_OL & K: 1**

**ENTREPRENEURIAL LEARNING AND FIRM PERFORMANCE IN YOUNG FIRMS FOUNDED BY FORMER EMPLOYEES OF MULTINATIONAL COMPANIES**

Juan Carlos Leiva¹, Joaquín Alegre²

¹Instituto Tecnologico de Costa Rica, Costa Rica; ²Universidad de Valencia; jleiva@itcr.ac.cr

**5.7_OL & K: 2**

**Analysis of knowledge research on the entrepreneurship field: A literature review**

Alejandro Campos¹, Esther Hormiga¹, Maria D. Moreno-Luzon²

¹University of Barcelona, Spain; ²University of Valencia, Spain; acampos@ub.edu

**5.7_OL & K: 3**

**Learning to Cope with Resource Constraints and Uncertainty: Entrepreneurs Practicing Purposefully**

Allan Macpherson¹, Brahim Herbane¹, Ossie Jones²

¹De Montfort University, United Kingdom; ²University of Liverpool, United Kingdom; amacpherson@dmu.ac.uk

Coffee Break in the afternoon

**Time:** Friday, 27/Apr/2012: 4:45pm – 5:15pm

1.8_OL: Organizational Learning

**Time:** Friday, 27/Apr/2012: 5:15pm - 6:45pm

**Room 1.1**

**1.8_OL: 1**

**Review and Respond: Using action learning to cope with the economic crisis**

Samah Shaffakat, John Burgoyne, David Simm

Lancaster University Management School, United Kingdom; s.shaffakat@lancaster.ac.uk

**1.8_OL: 2**

**Learning Routes to High Performance - The Case of Fluid Teams at a Medical Trauma Center**

Svend Thomsen

University of Southern Denmark, Denmark; set@sam.sdu.dk

**1.8_OL: 3**

**Shedding Light at the End of a Tunnel: Using a Game as a Brokerage for Collaboration along with the Organizations**

Satu Maarit Parjanen, Mirva Hyypiä

Lappeenranta University of Technology, Finland; satu.parjanen@lut.fi

2.8_K: Knowledge

**Time:** Friday, 27/Apr/2012: 5:15pm - 6:45pm

**Room 1.2**

**2.8_K: 1**

**Finding the light in the cracks: Organizational Unlearning as a Source of renewal.**

Kristianne Victoria Ervik, Kirsti Jensen

NTNU, Norway; kristianne.ervik@iot.ntnu.no, kirsti.jensen@iot.ntnu.no

**2.8_K: 2**

**Formal Rules as a Backbone of Evolution: A Dynamic Model of Organizational Memory**

Wolfgang H. Guettel¹, Julia K. Trede²

¹Johannes Kepler University Linz, Austria; ²Hamburg University, Germany; wolfang.guettel@jku.at, julia.trede@wiso.uni-hamburg.de
2.8_K: 3

ABSORPTIVE CAPACITY AND TOTAL QUALITY MANAGEMENT: AN ANALYSIS OF THE EXISTING LINKS
José Luis Ferreras Méndez, Francisco Balbastre
Universidad de Valencia, Spain; j.luis.ferreras@uv.es

3.8_CAP: Capabilities
Time: Friday, 27/Apr/2012: 5:15pm - 6:45pm Room 1.3
3.8_CAP: 1
A dynamic capabilities approach to analysis of retailer internationalization
Marta Frasquet1, Alejandro Mollá1, John Dawson2
1University of Valencia, Spain; 2University of Edinburgh, University of Stirling, UK; marta.frasquet@uv.es

3.8_CAP: 2
SYMBIOTIC LEARNING SYSTEMS – ORGANISING AND INTEGRATING LEARNING EFFORTS AND RESPONSIBILITIES BETWEEN HIGHER EDUCATIONAL INSTITUTIONS (HEI) AND WORK LIFE
Olav Eikeland
Oslo&Akershus University College, Norway; oleik@online.no

3.8_CAP: 3
EMPLOYING THE LEARNING ORGANIZATION CONCEPT FOR ASSESSING SUPPLY CHAIN COLLABORATION ABILITY
Rose Opengart, Ed Knab, Daryl Watkins
Embry-Riddle Aeronautical University, United States of America; rose.opengart@erau.edu

4.8_OL & K: Organizational Learning and Knowledge
Time: Friday, 27/Apr/2012: 5:15pm - 6:45pm Room 2.1
4.8_OL & K: 1
Learning the Language of the Enemy: The Discursive Construction of HRM in UK Trade Unions.
Denise Thursfield, Jean Kellie
Hull University, United Kingdom; d.thursfield@hull.ac.uk, j.kellie@hull.ac.uk

4.8_OL & K: 2
Transferability of learning from incidents
Dane Lukic, Allison Littlejohn, Anoush Margaryan
Glasgow Caledonian University, United Kingdom; dane.lukic@gcu.ac.uk

4.8_OL & K: 3
Management Learning as strategic episodes in multidivisional organizations
Thomas Schumacher, Christine Scheffler
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5.8_OL & K: Organizational Learning and Knowledge
Time: Friday, 27/Apr/2012: 5:15pm - 6:45pm Room 2.2
5.8_OL & K: 1
Ambidexterity and social software for innovation: a practice-based approach
Antonella Martinì1, Anna Nosella2, Stefania Testa3, Silvia Massa4
1University of Pisa, Italy; 2University of Padova, Italy; 3University of Genova, Italy; 4University of Genova, Italy; stefania.testa@unige.it, silvia massa@unige.it
5.8 OL & K: 2

Authenticity amidst Growing Organizational Complexity: Three Embodied Learning Methods for Authentic Leadership Development

Tim W Walker¹, Olen C Gunnaugson²
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5.8 OL & K: 3

PREDICTING EFFECTIVE INTERGROUP RELATIONS: A SOCIAL NETWORK PERSPECTIVE

Ronald Clarke García¹, Andreas Richter², Rafael Fernández Guerrero³
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