

Proceedings of the 6th International Conference on Intellectual Capital, Knowledge Management & Organisational Learning

School of Information Studies, McGill
University, Montreal, Canada
1-2 October 2009

Edited by

Dr Kimiz Dalkir
School of Information Studies
McGill University
Montreal, Canada

Copyright The Authors, 2009. All Rights Reserved.

No reproduction, copy or transmission may be made without written permission from the individual authors.

Papers have been double-blind peer reviewed before final submission to the conference. Initially, paper abstracts were read and selected by the conference panel for submission as possible papers for the conference.

Many thanks to the reviewers who helped ensure the quality of the full papers.

Further copies of this book and previous year's proceedings can be purchased from <http://academic-conferences.org/2-proceedings.htm>

ISBN: 978-1-906638-46-7 CD

Published by Academic Publishing Limited
Reading
UK
+44-(0) 118-972-4148
www.academic-publishing.org

Contents

Paper Title	Author(s)	Page No	Guide Page
Conference Committee		v	vii
Preface		vii	x
Biographies of Conference Chairs, Programme Chair, Keynote Speaker and Mini-track Chairs		viii	ix
Biographies of contributing authors		ix	xi
Systems Thinking: Whether you use it or not is the Road to KM!	<i>Bashar Ababneh, John Edwards and Matthew Hall Aston University, Birmingham, UK</i>	1	1
Knowledge Sharing via the E-MEMORAe2.0 Platform	<i>Marie-Hélène Abel and Adeline Leblanc Université de Technologie de Compiègne, Heudiasyc, France</i>	10	2
Implementation of a Knowledge Management Process Within the Brazilian Organizational Context: the ONS (National Operator of the Interconnected Power System) Experience	<i>Rivadavia Correa Drummond de Alvarenga Neto¹ Renato Rocha Souza², Jairo Gomes Queiroz³ and Hermes Chipp³ ¹Fundação Dom Cabral (FDC), Brazil ²Universidade Federal de Minas Gerais, Brazil ³ONS – Brazil</i>	20	3
Research and Analysis of Management Information Process in Continuous Improvement Area at Worldwide Steel Company	<i>Gabriela Alves and Jorge Neves FEAD, Belo Horizonte, Brazil</i>	31	4
Let's Learn Unlearning: How top Managers Conceive and Implement Knowledge Active Forgetting	<i>Mehdi Bagherzadeh Niri¹, Mohammad Hosein Rezazade Mehrizi² and Reza Hosnavi Atashgah¹ ¹Department of Management and Soft Technologies, MALEK-ASHTAR University of Technology, Tehran, Iran ²GRACO research Center, ESADE Business School, Barcelona, Spain</i>	40	5

Paper Title	Author(s)	Page No	Guide Page
How do Organizations Make use of ICTs to Cope With Organizational Complexities? A Case-Study	<i>Pierre Barbaroux and Cécile Godé-Sanchez Research Center of the French Air Force, Salon Air, France</i>	49	6
New Design of Sustainable Development: Intellectual Value of Large Russian Companies and Factors of its Growth	<i>Elvina Bayburina and Tatiana Golovko State University – The Higher School of Economics, Moscow, Russia</i>	57	7
Exploring Practice Interventions as Knowledge Sharing Strategies in Large Scale Building Projects	<i>Esra Bektaş, John Heintz, Saban Ozsariyildiz and Hans Wamelink Delft University of Technology, Netherlands</i>	71	9
Computer-Aided Information Systems and Virtual Contexts	<i>Jean-Pierre Briffaut^{1, 2} ¹Institut TELECOM-TELECOM & Management SudParis, CEMANTIC, Evry Cedex, France ²Université de Technologie de Troyes (UTT), Troyes, Cedex, France</i>	82	10
Coordinated Combination of Knowledge in a KM System to Improve Work Effectiveness and Efficiency: A Knowledge Sharing Approach for Library Reference Service	<i>Yen Bui Drexel University, Philadelphia, PA, USA</i>	89	11
Knowledge Management: the Czech Situation, Possible Solutions and the Necessity for Further Research	<i>Vladimír Bureš¹ and Richard Brunet-Thornton² ¹University of Hradec Králové, Czech Republic ²IMCA/GARC, Montréal, Canada</i>	95	12
Intellectual Capital in Tech Industries: a Longitudinal Study	<i>Scott Erickson¹ and Helen Rothberg² ¹Ithaca College, Ithaca, USA ²Marist College, Poughkeepsie, USA</i>	103	13
SPF 45: Exploring KM Strategy in a High Risk Environment	<i>Scott Erickson¹ and Helen Rothberg² ¹Ithaca College, Ithaca, USA ²Marist College, Poughkeepsie, USA</i>	109	14
A Complexity Framework on the Study of Knowledge Flow, Relational Capital and Innovation Capability	<i>Irene Fan and Rongbin Lee The Hong Kong Polytechnic University, Hung Hom, Hong Kong</i>	115	15

Paper Title	Author(s)	Page No	Guide Page
Measuring Organizational Sustainability Performance: the Adaptive Quadruple Bottom Line Scorecard	<i>Joseph Firestone¹, Henk Hadders² and Steven Cavaleri³</i> <i>¹Knowledge Management Consortium International, Alexandria, USA</i> <i>²University of Groningen, The Netherlands</i> <i>³Central Connecticut State University, USA</i>	124	16
Practice Makes Perfect: Growing Domain Expertise in Knowledge Intensive Enterprises	<i>Anders Hemre</i> <i>Interknowledge Technologies, Montreal, Canada</i>	132	17
The Paradox of Social Capital: a Look Through the Individual Rationality	<i>Julie Hermans¹ and Thomas Lederer²</i> <i>¹Louvain School of Management – UCL, Louvain-la-Neuve, Belgium</i> <i>²Louvain School of Management – FUNDP, Namur, Belgium</i>	139	18
The Role of an Advisory Board in the Incubation Stage of a Technology-Based Start-Up	<i>Amy Hsiao and Stephen Brown</i> <i>Memorial University of Newfoundland, St. John's, Canada</i>	148	19
What is the Value of Knowledge Management Practices?	<i>Fahmi Ibrahim and Vivien Reid</i> <i>Glasgow Caledonian University, UK</i>	156	20
Factors That Drive Brain Drain of Accountants in Malaysia	<i>Junaimah Jauhar, Yusliza Mohd. Yusoff and Khoo Mei Ying</i> <i>Universiti Sains Malaysia, Pulau Pinang, Malaysia</i>	164	21
Prediction of Knowledge Sharing from Big Five Personality Traits via Interpersonal Trust: an Empirical Investigation	<i>Silva Karkoulian and Yasmine Osman</i> <i>Lebanese American University, Beirut, Lebanon</i>	177	22
The Role of XML, Topic Maps and Ontologies in Knowledge Management	<i>Matthew Kiner and Parag Pendharkar</i> <i>Penn State Harrisburg, Middletown, PA, USA</i>	184	23
Faculty Challenges in Educating International Students and Faculty on Their Home Turf	<i>Mary McCully, Elizabeth McDaniel, and Brenda Roth</i> <i>Information Resources Management College, Washington, DC, USA</i>	192	24

Paper Title	Author(s)	Page No	Guide Page
Evaluating Knowledge Management Performance	<i>Clemente Minonne¹ and Geoff Turner²</i> <i>¹Switzerland and University of South Australia, Adelaide, South Australia</i> <i>²Universities of Nicosia, Nicosia, Cyprus and University of South Australia, Adelaide, South Australia</i>	201	25
Perceptions on Complexity of Decisions Involved in Choosing Intellectual Capital Assessment Methods	<i>Agnieta Pretorius and Petrie Coetzee</i> <i>Tshwane University of Technology, Pretoria, South Africa</i>	211	27
Cultural Distance and Knowledge Transfer within MNCs: the Case of the IT Industry in China	<i>Cindy Qin, Prem Ramburuth and Yue Wang</i> <i>University of New South Wales, Sydney, Australia</i>	221	28
Challenges of Knowledge Management Implementation in an R&D Environment	<i>Mohamed Rabhi and Fahad Al Twalah</i> <i>Saudi Basic Industries Corporation (SABIC), Riyadh, Kingdom of Saudi Arabia</i>	231	29
Knowledge Management Discipline: Test for an Undergraduate Program in Turkey	<i>Mustafa Sagsan</i> <i>Baskent University, Ankara, Turkey</i>	237	30
An Experimental Evaluation of 3D Avatar-Based Collaboration in Comparison to Text Chat	<i>Andreas Schmeil, Martin Eppler and Mattia Gubler</i> <i>University of Lugano (USI), Lugano, Switzerland</i>	245	31
Measuring Absorptive Capacity	<i>Stephanie Schmidt</i> <i>Freie Universität Berlin, Germany</i>	254	32
Financial Capital to Intellectual Capital: the Search for a new Paradigm in Accounting by an Indian Corporate Sector	<i>Dharminder Singh Ubha¹ and Mahesh Joshi²</i> <i>¹GSSDGS Khalsa College, Patiala, India</i> <i>²RMIT University, Melbourne, Australia</i>	261	33
From Strategy to Knowledge Management Plan: how to Create Strategic Alignment?	<i>Thierno Tounkara, Thierry Isckia and Jean-Louis Ermine</i> <i>TELECOM & Management SudParis, France</i>	268	34

Paper Title	Author(s)	Page No	Guide Page
Activities and Outputs of a Clinical Faculty: an Intellectual Capital Concept map	<i>Belinda Wilkinson, Clare Beghtol and Dante Morra University of Toronto, Canada</i>	280	35
Research in Progress			
A Collaborative Environment to Support and Stimulate Telecoms Innovation Through Co-Created Models and Virtual Animation	<i>Florie Bugeaud^{1, 2} and Eddie Soulier¹ ¹University of Technology of Troyes, Troyes Cedex, France ²Orange Labs, Issy-Les-Moulineaux, France</i>	295	39
Intellectual Capital and Organizational Commitment	<i>Mavis Yi-Ching Chen¹ and Yung Shui Wang² ¹National Taiwan Normal University, Taipei, Taiwan ²China University of Technology, Hukou, Hsinchu, Taiwan</i>	305	40
Web Knowledge Discovery Trends: From Semantic Annotation to Semantic Apis	<i>Fefie Dotsika University of Westminster, London, UK</i>	314	41
Are all Created Equal? Knowledge Transfer Tools and Regional Strategies	<i>Beate Klingenberg and Helen Rothberg Marist College, Poughkeepsie, USA</i>	321	42
Teaching to Learn and Learning to Share: Assessing a Culture of Sharing Amongst Information and Knowledge Management Students in a Virtual Environment	<i>Martie Mearns and Lizelle Jacobs University of Johannesburg, Johannesburg, South Africa</i>	328	43
An Exploration and Evaluation of the Activities of Business Adopters in Virtual Worlds/Metaverses	<i>Keith Patrick University of Westminster, London, UK</i>	337	45
Readiness of Technology Transfer Recipients in Acquiring Technological Knowledge	<i>Thanaletchumi Sathasivam, Zuriani Ismail and Ahmad Rahman Songip University Technology Malaysia, Kuala Lumpur, Malaysia</i>	346	46
Virtual Organizing in Born Global Organizations: Infrastructure, Coordination, and Identification	<i>Lin Yan University of Greenwich, London, UK</i>	358	47

Paper Title	Author(s)	Page No	Guide Page
Posters			
Case Study of Enhancing Business Intelligent Capabilities Through ADDIE Knowledge Management Process	<i>Chun-Yu Chen, Michael Lin and Shih Chien-Chou Meiho Institute of Technology, PingTung County, Taiwan, R.O.C.</i>		51
Developing a Multidimensional Knowledge Management Framework for Improving Organizational Performance	<i>Elaine Mosconi, Marie-Christine Roy and Luc LeBel Laval University, Quebec, Canada</i>		52
The Study Gold Coast Initiative : Set up, Success and Sustainability	<i>Bryan Rothwell Southern Cross University, NSW, Australia</i>		53

Conference Executive

Kevin O'Sullivan New York Institute of Technology, USA
Vincent Ribiere, New York Institute of Technology, USA
Patricio Donoso, Pontificia Universidad Católica de Chile, Chile
Jamal El-Den, American University of Beirut, Lebanon
John Girard, Minot State University, USA
Paul Griffiths, The Birchman Group, Santiago, Chile
Andrew Kok, University of Johannesburg, South Africa
WB Lee, Hong Kong Polytechnic University, China
Bernard Marr, The Advanced Performance Institute. UK.
Roy Williams, University of Portsmouth, UK
Sheryl Buckley, University of Johannesburg, South Africa
Rivadavia Correa Drummond de Alvarenga Neto, Fundação Dom Cabral , Brazil

Azizul Rahman Ab. Ghaffar (National Sports Council of Malaysia, Kuala Lumpur, Malaysia); Mohd Syazwan Abdullah (Universiti Utara Malaysia, Malaysia); Mohd Helmy Abd Wahab (Tun Hussein Onn Malaysia, Batu Pahat, Malaysia); Raul Abril (Teradata, Barcelona, Spain); Fathalla Alghatas (Bradford University School of Management, UK); (Eckhard Ammann, Reutlingen University, Germany), Mohammed Allehaibi (Umm Alqura University, Makkah, Saudi Arabia); Nekane Aramburu (University of Deusto, San Sebastian, Spain); Gil Ariely (School of Government, Interdisciplinary Center Herzliya, Israel); Derek Asoh (Southern Illinois University, Carbondale, USA); Gabriela Avram (University of Limerick, Ireland); William Baker (Speed to Excellence, Lamy, NM, USA); Joan Ballantine (Queens University Belfast, UK); Frank Bannister (Trinity College Dublin, Ireland); Aurelie Aurilla Bechina Arnzten (College University of Bruskerud, Norway); Robert Ayres (Cranfield University, Defence College of Management & Technology, UK); Haragobinda Baidya (Minority Self Empowerment Foundation, Dhaka, Bangladesh); Tomas Gabriel Bas (Pontificia Universidad Catolica de Chile); Sandra Begley (University of Birmingham, Edgbaston, UK); Esra Bektas (TU Delft, Netherlands); Diana Belohlavek (The Unicist Research Institute, Argentina); Daniel Ben (University of Saskatchewan, Saskatoon, Canada); Diane Benjamin (National Health Service, UK); Egon Berghout (University of Groningen, Netherlands); Maumita Bhattacharya (Charles Sturt University, Albery, Australia); Heather Bircham-Connolly (University of Waikato, Hamilton, New Zealand); Claudia Bitencourt (Universidade do Vale do Rio dos Sinos, Brazil); Karsten Bohm (University of Applied Sciences, Kufstein, Austria); Ettore Bolisani (University of Padua, Vicenza, Italy); Constantin Bratianu (Academy of Economic Studies, Bucharest, Romania); Janis Briedis (Riga Business School, Latvia); Sheryl Buckley (University of Johannesburg, South Africa); Malgorzata Bugajska (University of Zurich, Switzerland); Sven Carlsson (School of Economics and Management, Lund University, Sweden); Juan-Gabriel Cegarra-Navarro (Universidad Politécnica de Cartagena, Spain) ; Daniele Chauvel (Independent consultant in KM, France); Chun-YU Chen (Meiho institute of Technology, Ping Tung, Taiwan); Satyadhyam Chickerur (Sona College of Technology, Tamil Nadu, India); Vikas Choudhary (National Institute of Technology, Kurukshetra, India); Pieris Chourides (Leicester Business School, UK); Ana Maria Correia (Universidade Nova de Lisboa, Portugal) ; Bruce Cronin (University of Greenwich Business School, UK); Reet Cronk (Harding University, Searcy, Arkansas, USA); Farhad Daneshgar (University of New South Wales, Australia); Enrique Dans (Instituto de Empresa, Madrid, Spain) ; Kandy Dayaram (Curtin University of Technology, Perth, Australia); Monica De Carolis (University of Calabria, Italy); John Deary (Higher Colleges of Technology, Dubai, UAE); Paulette DeGard (The Boeing Company, Seattle, USA); Charles Despres (Conservatoire des Arts et Metiers, Paris, France) ; Zeta Dooly

(Waterford Institute of Technology, Ireland); Yan Qing Duan (Luton Business School, University of Luton, UK); John Edwards (Aston Business School, UK); Jamal El Den (American University of Beirut, Lebanon); Tiit Elenurm (Estonian Business School, Tallin, Estonia); Scott Erickson (Ithica University, USA); Mercy Escalante (Sao Paulo University, Brazil); Ibrahim Fahmi (Glasgow Caledonian University, UK); Nima Fallah (University of Strasbourg, France); Péter Fehér (Corvinus University of Budapest, Hungary); Paul Fuller (Mouchel Group, UK); Andras Gabor (Budapest University of Economic Sciences and Public Administration, Hungary); Leslie Gadman (International Business School, Isle of Man, UK); Elli Georgiadou (Middlesex University, UK); Cecile Gode-Sanchez (Research center of the French Air Force, France); Andrew Goh (International Management Journals, Singapore); Khalid Hafeez (The University of Leeds, Heslington, UK); Markus Hagemeister (University of the Basque Country, Spain); Leila Halawi (Bethune Cookman University, USA); Matthew Hall (Aston Business School, UK); Meliha Handzic (Sarajevo School of Science and Technology, Bosnia and Herzegovina); Deogratias Harorimana (Southampton Solent University, UK); Igor Hawryszkiewicz (University of Technology, Sydney, Australia); Peter Heisig (University of Cambridge, UK); Remko Helms (Universiteit Utrecht, Netherlands); Richard Herschel (St Josephs University, Philadelphia, PA, USA); Ali Hessami (Atkins Global, UK); Jianzhong Hong (Lappeenranta University of Technology, Finland); (Harri Jalonen, Turku University of Applied Sciences, Finland); Ashok Jashapara (Loughborough University, UK); Silva Karkouljian (Lebanese American University Beirut Campus, Lebanon); Mounir Kehal (International University of Monaco, Monte Carlo, Monaco); Andrew Kok (University of Johannesburg, South Africa); Monika Kriaucioniene (Kaunas University of Technology, Lithuania); Bee Theng Lau (Swinburne University of Technology, Australia); Maurice Lefebvre (University of Mons, Belgium); Franz Lehner (University of Passau, Germany); Jeanette Lemmergaard (University of Southern Denmark, Denmark); Ilidio Lopes (Polythenic Institute of Santarém, Portugal); Adnan Maâlaoui (IAE Toulon, La Garde, France); (Maryv Basaasa Muhenda, Uganda Management Institute, Uganda); Avain Mannie (Dept of Finance, Port Elizabeth, South Africa); Virginia Maracine (Academy of Economic Studies, Bucharest, Romania); Farhi Marir (London Metropolitan University, UK); Olivera Marjanovic (University of New South Wales, Australia); Bernard Marr (The Advanced Performance Institute, UK); Valerie Martin (Waikato Management School, University of Waikato, New Zealand); Fiona Masterson (Boston Scientific Corporation, Ireland); Fergal McGrath (University of Limerick, Ireland); Kai Mertins (Fraunhofer-IPK, Germany); Kostas Metaxiotis (National Technical University Athens, Greece); Rebecca Mitchell (University of Newcastle, Australia); Sandra Moffett (University of Ulster, Londonderry, UK); Elaine Mosconi (University of Laval, Quebec, Canada); Aboubakr Moteleb (Middlesex University, UK); Kehal Mounir (International University of Monaco); Pumela Msweli-Mbanga (University of KwaZulu-Natal, Durban, South Africa); Gaby Neumann (University of Magdeburg, Germany); Chetsada Noknoi (Thaksin University, Thailand); David O'Donnell (Intellectual Capital Research Institute of Ireland); Gary Oliver (University of Sydney, Australia); Patricia Ordonez de Pablos (Universidad de Oviedo, Spain); Jim Palmer (Caldwell Palmer Group, USA); Kaushik Pandya (Birmingham College, UK); Jayanth Paraki (Omega Associates, Bangalore, India); Kalin Penev (Southampton Solent University, UK); Ann Peng (Providence University, Taichung, Taiwan); Jose de Jesus Perez Alcazar (University of Sao Paulo, Brazil); Milly Perry (The Open University of Israel, Israel); Nick Petford (Office of the Vice Chancellor, Bournemouth University, UK); Rajiv Phougat (IBM Corporation, USA); Selwyn Piramuthu (University of Florida, Gainesville, USA); Gerald Polesky (IBM, Phoenix, USA); John Politis (Higher Colleges of Technology, UAE); Stavros Ponis (National Technical University Athens, Greece); Aino Pöyhönen (Lappeenranta University of Technology, Finland); Devendra Punia (Interdisciplinary Centre Herzliya, Israel); Thurasamy Ramayah (Universiti Sains Malaysia, Malaysia); Ulrich

Remus (College Of Business And Economics, New Zealand); Olga Rivera (Este Management School, Spain); Eduardo Rodriguez (IQ Analytics, Ottawa, Canada); Lee Rongbin W.B (The HongKong Polytechnic University, Hong Kong); Carol Royal (University of New South Wales, Australia); John Sae (IESEG School of Management, Lille, France); Josune Sáenz (University of Deusto, San Sebastián, Spain); Sarosa Samiaji (Atma Jaya Yogyakarta University, Indonesia); Kamaljeet Sandhu (University of Wollongong, Gwynnveville, Australia); Emil Scarlat (Academy of Economic Studies, Bucharest, Romania); Christian-Andreas Schumann (University of Zwickau, Germany); Enric Serradell-Lopez (Open University of catalonia, Barcelona, Spain); Kerstin Siakas (Alexander Technological Educational Institute of Thessaloniki, Greece); Umesh Kumar Singh (Vikram University, Ujjain, India); Graeme Smith (Ordnance Survey, UK); Dave Snowden (Cognitive Edge, Singapore); Siva Sockalingam (Glasgow Caledonian University, Scotland, UK); Vesa Taatila (Laurea University of Applied Sciences, Finland); Antony Tambyrajah (University of Greenwich, UK); Sara Tedmori (Loughborough University, UK); Eduardo Tomé (Universidade Lusíada, Portugal); Llewellyn Tang (University of Reading, UK); Miguel Trigo (University Fernando Pessoa, Portugal); Edward Truch (Lancashire University Management School, UK); Jose Maria Viedma (Polytechnic University of Catalonia, Spain); Maria Weir (Scottish Intellectual Asset Management Ltd, Glasgow, UK); Christine Welch (University of Portsmouth, UK); Eoin Whelan (National University of Ireland Galway, Ireland); Roy Williams (University of Portsmouth, UK); Les Worrall, (University of Wolverhampton Business School, UK).

Preface

These are the Proceedings of the 6th International Conference on Intellectual Capital, Knowledge Management and Organisational Learning (ICICKM 2009) hosted this year by the School of Information Studies, McGill University, Montreal, Canada. The Conference Chair is Dr Kimiz Dalkir and the Programme Chair is France Bouthillier Mohamed, both from the McGill University.

The opening keynote address is given by Dr Yeona Jang from McGill University. Yeona will address the topic *Working smarter: when knowledge management, organizational learning, and business process meet together*. The second day will be opened by Dr Jay Liebowitz from the University of Maryland University College, USA. Jay's presentation looks at *Cross-Generational Knowledge Flows in Edge Organizations*.

A key focus of this Conference is for individuals concerned with current research findings and business experiences from the wide community which is now involved in knowledge management and intellectual capital and organisational learning to come together to share knowledge with peers interested in the same area of study. The papers published in these proceedings are a clear indication of how the subject has matured and continues to evolve since the first conference 6 years ago.

Rivadavia Correa Drummond de Alvarenga Neto, Fundação Dom Cabral, Brazil is chairing a mini track on *Methodologies for the implementation of KM processes* and other mini tracks include *Knowledge transfer/sharing in international settings* chaired by Dan Paulin and *Virtual Environments and Collaboration* chaired by Jean-Pierre Briffaut.

With an initial submission of 133 abstracts, after the double blind, peer review process there are 41 papers published in these Conference Proceedings. These papers represent research from Australia, Belgium, Brazil, Canada, France, Hong Kong, Lebanon, Malaysia, The Netherlands, Russia, South Africa, Saudi Arabia, Switzerland, Taiwan, Turkey, United Kingdom, USA.

I hope that you have an enjoyable conference.

Dr Kimiz Dalkir
Conference Chair
September 2009

Biographies of Conference Chairs, Programme Chair and Keynote Speaker

Conference Chair



Dr Kimiz Dalkir is currently an Associate Professor in the McGill School of Information Studies, where she developed and now coordinates the Knowledge Management stream. Her book, Knowledge Management in Theory and Practice, has been widely adopted by both the academic and practitioner communities. In 2006, she received the Faculty of Education Excellence in Teaching Prize. Her most recent research grant is to investigate how knowledge management can be applied to universities. Prior to joining McGill University, Dr. Dalkir was Director of Global KM Services at DMR Consulting where she was actively involved in knowledge transfer to clients around the world.

Keynote Speakers

Dr. Yeona Jang has over 15 years of consulting and management experience in IT (Information Technology) and KM (Knowledge Management) as a senior executive and decision maker in companies in industries as widely varying as telecommunications, financial services, utility, and IT services industries. Her research focus includes advancing the understanding of KM-to-Value pathways to help organizations shape the future and drive changes for greater efficiency and innovation in the 21st century knowledge economy: Not "what worked in the past and how do we repeat it?" but "what's necessary for the future and how do we create it?". Prior to joining the Desautels Faculty of Management at the McGill University in June 2008, she worked at Samsung SDS as CIO (Chief Information Officer) and CKO (Chief Knowledge Officer). She led collaboration-oriented knowledge-embedded business innovation initiatives to help the company unlock its collaboration capacity and accelerate the process of transforming themselves into a Global Top-Ten player in the IT service industry. Samsung SDS's long-term commitment to innovative knowledge management is recognized globally as a recipient of the MAKE (Most Admired Knowledge Enterprise) award seven (7) years in a row.



Dr Jay Liebowitz has recently accepted the Orkand Chair in Management and Technology at University of Maryland University College (UMUC). He is ranked one of the top 10 knowledge management researchers/practitioners out of 11,000 worldwide. Prior to UMUC, he was a Professor in the Carey Business School at Johns Hopkins University. Prior to joining Hopkins, he was the first Knowledge Management Officer at NASA Goddard Space Flight Center. Dr. Liebowitz has also served as the Robert W. Deutsch Distinguished Professor of

Information Systems at the University of Maryland-Baltimore County, Professor of Management Science at George Washington University, and Chair of Artificial Intelligence at the U.S. Army War College. He is the Founder and Editor-in-Chief of Expert Systems With Applications: An International Journal (published by Elsevier), which had about 1,600 paper downloads per day worldwide last year. He is a Fulbright Scholar, IEEE-USA Federal Communications Commission Executive Fellow, and Computer Educator of the Year (International Association for Computer Information Systems

Biographies of contributing authors (in alphabetical order)

Pierre Barbaroux is senior researcher at the Research Center of the French Air Force (CReA), in the Defense Organizations Management Team. He holds a Ph.D. degree in economics from the University of Nice – Sophia Antipolis. His privileged research fields are cognitive economics and complex adaptive systems. His current research interests focus on organization theory and innovation.

Elvina Bayburina gained her PhD from the General and Strategic Management Department, HSE, Moscow, where She is a Lecturer in the Corporate Finance Department, Deputy Head of the Corporate Finance Center, and Leader of a number of CFC Research projects, including The valuation of the reinvestment rate influence on the innovation capital; The Dividend policy choice (BRIC countries); The development of the optimal strategies under the conditions of the World economy transformation; EVA modifications (BRIC countries); The evaluation of Intellectual Capital components: an empirical study of the Value creation process of large companies.

Jean Pierre Briffaut joined Institut Télécom as a professor in 1989. After having qualified for a PhD in solid state physics from Paris University, he worked for Philips first as a research staff member in the central research facilities in the Netherlands and later on in France as a project leader in industrial operations. From 2006 to 2008 he served on an EU expert group in the field of new working environments. His current research interest focuses on virtual environments and related fields.

Florie Bugeaud is a graduate of the University of Paris 5 (Descartes) Master in Computer Science Methods applied to Business Management (MIAGE). She is a PhD student in Computer Science at the University of Technology of Troyes (Tech-CICO laboratory - Cooperative Technologies for Innovation and Organizational Changes) and the Orange Labs (Services for Enterprises R&D center). Her PhD is directed by Eddie Soulier, associate professor in Computer Science at the University of Technology of Troyes, researcher on Computer Science and Management of Information System at the Tech-CICO laboratory, and co-author of this paper. She is working on the modelling and the simulation of Services Systems. Her activities aim at the specification of the service concept in the telecoms innovation field and the support of the

R&D innovators in their research for innovative services ideas. She is also involved in the ISICIL project, funded by ANR (French Research Agency), which proposes to study and to experiment with the usage of new tools for assisting corporate intelligence tasks.

Steven Cavaleri specializes in teaching systems thinking, knowledge management, and strategic management. He is past Editor of *The Learning Organization* and is former president of KMCI (www.kmci.org). In 1991 he was a Visiting Scholar at MIT, holds a Ph.D. from Rensselaer Polytechnic Institute and teaches at Central Connecticut State University.

Mavis Yi-Ching Chen is an Assistant Professor in the Department of Technology Application and Human Resource Development of National Taiwan Normal University in Taiwan. She received her PhD from National Chengchi University in Taiwan. Her research interests include intellectual capital, strategic human resource management, and organizational change.

Scott Erickson is Associate Professor and Chair of the Marketing/Law Department in the School of Business at Ithaca College, Ithaca, NY. He holds a PhD from Lehigh University and Masters degrees from Thunderbird and SMU. He has published widely on intellectual property, intellectual capital, competitive intelligence.

Irene Fan is a PhD student in the ISE Department of the Hong Kong Polytechnic University. Her research interest includes innovation, knowledge sharing, and intellectual capital management. She is experienced in R&D management in the ICT industry. She received her bachelor and master degree in Industrial Engineering (Operations Research/Management Science) from the University of Toronto.

Anders Hemre is the owner of interKnowledge Technologies and formerly served as chief knowledge officer at Ericsson Research Canada. He has broad international experience from the telecommunications industry and as a business coach he currently specializes in managing strategy, innovation and expertise in knowledge intensive enterprises. Mr. Hemre is a graduate from the Chalmers University of Technology, Gothenburg Sweden with a MS degree in electrical engineering.

Amy Hsiao is an associate professor in the Faculty of Engineering and Applied Science at Memorial University of Newfoundland. She heads the Masters in Engineering Management Program and is cross-appointed with the Faculty of Business Administration. Her research focus is in the area of strategic management, technology entrepreneurship, organizational behavior of tech-based ventures, and materials science and engineering.

Fahmi Ibrahim is a Researcher and recently completed his PhD entitled 'Investigation of Knowledge Management (KM) Practices in UK Light Vehicle Manufacturing Industry: Conceptualisations of Theory and Practice' from the Division of Strategy, Innovation & Enterprise (SIE), Glasgow Caledonian University, UK. He obtained his MSc in Business Information Technology

Systems (BITS) from Graduate School of Business, University of Strathclyde, UK. His research focuses on KM and adding value, and the interface of KM and Intellectual Capital Management with the emphasis on management-measurement concept. He has reviewed a paper which due to appear in Special Issue of Knowledge Management Research & Practice.

Junaimah Jauhar is a senior lecturer with 16 years industry experience. She has contributed to several international and local journals and has presented papers at international conferences. A graduate of International Business, she now is the Program Manager for the EDP and Industry Linkages of the Graduate School of Business. Her areas of interest are HRM, culture, and communication.

Silva Karkoulian earned her Ed.D. at the University of Leicester, England 2002. Currently is an Associate Professor at the Lebanese American University, Lebanon. Author of many journal articles and a reviewer for some refereed conferences and journals. Her current interests include knowledge management, human resource development, organizational behavior and ethical impacts of information technology.

Matthew Kiner has received a Master of Science in Information Systems from Pennsylvania State University at Harrisburg.

Beate Klingenberg is Assistant Professor of Management at Marist College, with a focus on Operations Management and Decision Sciences, and the Director of the Master of Science in Technology Management Program. Her areas of research expertise include knowledge management in technology transfer settings, environmental management and financial performance of firms as well as operations management issues in real estate.

Luc Lebel is a forest engineer. He holds a master's degree in Engineering Administration, and a Ph.D. in forestry from Virginia Tech. His research area is concerned with wood procurement systems analysis. He has worked thoroughly with logging entrepreneurs in the United States, Canada, France and Sweden to document their business network and study the factors affecting their performance

Thomas Lederer is a teaching and research assistant at Université Catholique de Louvain (UCL), Belgium. He has gained professional experience working at Procter & Gamble and Danone. Holding masters in management and in communication, he is now undertaking a PhD in the field of Knowledge Management in international settings. He is a member of CRECIS (Center for Research on Entrepreneurial Change and Innovative Strategies).

Martie Mearns is a senior lecturer in the Department of Information and Knowledge Management at the University of Johannesburg. She lectures both undergraduate and postgraduate students. Lecturing duties on undergraduate level include aspects of knowledge management and associated technologies in the changing business environment as well as competitive analysis and the

management of information as a strategic resource in enterprises. On postgraduate level she is responsible for teaching research methodology and supervises a number of Honours and Masters students in their research essays and dissertations. Her research interests include the conservation of indigenous knowledge, evolving applications for knowledge sharing and knowledge audits. She takes an active role in the development and mentoring of emerging researchers.

Mary McCully, Chair/Professor, IS Department, IRM College, NDU. She is responsible for the Chief Information Officer curriculum that satisfies U.S. federal legislative and CIO Council mandates, and the Organization Transformation curriculum that educates strategic leaders to leverage the information component of national power to transform their organizations. She co-leads the College international partners' educational programs.

Elizabeth McDaniel is Dean of Faculty and Academic Programs at Information Resources Management College, National Defense University. She is responsible for academic direction, programs, services, quality and delivery, and faculty resources. Dr. McDaniel earned a Ph.D. from the University of Miami. Her recent scholarship relates to organizational agility, self-efficacy, and Information Age leadership.

Elaine Mosconi is currently a PhD candidate in management information systems at Laval University in Canada, where she develops her research about decision performance ground on knowledge-based actions. She holds a MSc. degree in Industrial Engineering from Sao Paulo University in Brazil, where she was actively involved in knowledge management projects with NUMA (Nucleus of Advanced Manufacture) team and she acted as a leader into building the communities of practice, as PDPNet on product development

Cindy Qin is a PhD student at School of Organisation and Management, Australian School of Business, University of New South Wales, Australia. She holds a Master's degree in Computing Science from University of Technology, Sydney and a Bachelor's degree in Computing Architecture and Application from Beijing University of Technology. Prior to joining the doctoral program, she worked in multiple MNCs in China as training manager and alliance program manager. Her research areas include knowledge management, cross-cultural management, and international strategic management.

Keith Patrick is a Senior Lecturer in the Westminster Business School at the University of Westminster, London, UK. He takes a managerial, organisational and user perspective on technology and its deployment. His background and teaching lie in the domains of Business 'Information and Knowledge Management' and 'knowledge transfer'. His current research is in 'Trust and Business Interaction in Virtual Worlds' and 'Web- based technologies and knowledge management'

Parag Pendharkar is a Professor of Information Systems at Penn State Harrisburg. He has published over 100 articles in various journals and

conference proceedings. Currently, he serves as an associate editor of the *International Journal of Human Computer Studies*.

Agnieta Pretorius is Head of ICT at the eMalahleni campus of the Tshwane University of Technology, South Africa. Prior to this she was a software developer. She holds DTech, MBL, BSc (Hons) and BCom degrees. Her current domains of research and teaching include software engineering, decision support systems, knowledge management and assessment of intellectual capital

Vivien Reid is a Head of Division of Strategy, Innovation & Enterprise (SIE), Caledonian Business School. Her research is on strategic KM in public sector, KM in EGovernment, Intellectual Capital Management and Organisational Learning. She has co-authored paper which has appeared in Electronic Journal of EGovernment. As well as having presented at leading IS conference such as UKAIS and European conference of EGovernment

Brenda Roth is Assistant Dean for Curriculum at the Information Resources Management College, National Defense University. Dr. Roth ensures high quality curriculum and integration throughout the College. She earned a Ph.D. in higher education from University of Virginia while in the Air Force. Her current research focuses on curriculum development, global learning, and innovative teaching.

Helen Rothberg is Professor of Strategy in the School of Management at Marist College, Poughkeepsie, NY. She holds a PhD and MPhil from City University Graduate Center, and an MBA from Baruch College, CUNY. She has published extensively on topics including competitive intelligence and knowledge management.

Marie Christine Roy is a professor of information systems at Laval University. She received her Ph.D. from Carnegie Mellon University in 1991. Her primary research interests focus on the psychological aspects of systems and knowledge management. Professor Roy has published several articles in journals such as Small Group Research, Information Systems Research and the Journal of knowledge management practice. She also serves regularly as a consultant in the private and public sectors on issues such as interface design, evaluation, knowledge management and system implementation.

Mustafa Sagsan graduated from in Library and Information Science at Ankara University in 1997. He gained his Masters Degree in National Information Policy at the same University in 2001. He completed his Ph.D in Management and Organization Science at Baskent University in 2008. He is the co-founder of and currently works at the Department of Knowledge Management in Baskent University. His research focuses on knowledge management discipline and applications, management information systems, and e-government applications. He has also actively participated in public and private seminars as a lecturer in Turkey. He has published several peer-review journal articles and has presented various papers at the national and international conferences.

Thanaletchumi Sathasivam is a Project Consulting Manager with IRIS Corporation Berhad. She is currently pursuing Engineering Doctorate with University Technology Malaysia on a part time basis. She completed her MSc in Information Technology in Business with University of Lincoln in 2002 and was given Book Award for the research conducted. She has vast experience in managing government based projects, system integrations and providing technical solutions.

Stephanie Schmidt studied Business Administration at the Friedrich-Schiller-University in Jena. Since 2007 she is research assistant at the Institute of Management at the Freie Universität Berlin. In a research project, promoted by the German Federal Ministry of Education and Research, she investigates innovation processes in high-tech organizations. Her fields of research are the management of innovation, capabilities and knowledge.

Andreas Schmeil is a researcher in communication sciences at University Lugano, Switzerland. His background is in Human-Computer Interaction, especially in the field of Collaborative Virtual Environments. He worked at the Fraunhofer Institute and most recently at the Human Interface Technology Laboratory New Zealand. His research focuses on Visual Collaboration and Learning Practices in Virtual Environments.

Dharminder Singh Ubha, currently serving as Principal of Khalsa College, Patiala, has presented papers in National and International Conferences including those in USA, UK, Australia, Dubai, Thailand and Malaysia. Besides, he has written a number of books and contributed articles in various journals.

Thierno Tounkara obtains a PhD in computer science at the University Dauphine of Paris in 2002. Since 2003, he works in the “TELECOM & Management SudParis” as professor in the Information Systems Department. He has written over 20 scientific articles on Knowledge Management and Engineering. He worked at ONERA, First Aerospace Research Player in France, as KM engineer for 3 years. In 2000, he joined the French Knowledge Management Club, an association rallying a lot of French companies.

Geoff Turner lives in Cyprus and is currently Associate Professor of Accounting at the University of Nicosia. Geoff has been teaching accounting, finance and financial management in Australia, Cyprus, Greece, Hong Kong, Switzerland, United Arab Emirates and the United Kingdom during the last twenty years. In addition Geoff has supervised PhD and DBA students in both Switzerland and the United Kingdom. His own doctoral thesis examined the need for accounting for human resources in the context of intellectual capital management.

Lin Yan is Senior Lecturer in Entrepreneurship and Innovation at the University of Greenwich, London, UK. Her current research interest lies in the interplay between technology and entrepreneurship, particularly on virtual organizing in international entrepreneurial organizations. After working extensively in consultancy in China and the UK, Dr. Lin Yan attended the University of Cambridge, UK, where she obtained a PhD.

Systems Thinking: Whether you use it or not is the Road to KM!

**Bashar Ababneh, John Edwards and Matthew Hall
Aston University, Birmingham, UK**

Abstract: Research in Knowledge Management (KM) has varied across an array of methodological stances, which is not all surprising given the wide range of contributing fields and scholars, who carry different philosophical understandings by heart and diverse research methodologies by trade. This paper starts from a rich multi method research stance displayed in KM research and takes the position even further by proposing that KM's unique (and relatively new) development makes it a perfect match for systems thinking approaches that accommodate multiple world views. Building on existing work done in the field, the authors propose that KM share a substantial similarity with systems thinking that makes it quite hard to imagine a successful KM implementation without using systems thinking, even if systems thinking was not explicitly used / mentioned or more daringly even if KM developers had no prior knowledge and understanding of systems thinking!! To establish a systems thinking position, a number of systems thinking schools are reviewed with an eye on establishing a pool of common features which, in turn, enables us to propose an easily overlooked, yet essential, link to KM. This intimate-relation position is further extended by showing that researchers across the divide have followed in systems thinking foot path when studying KM, this point is demonstrated by critically reviewing KM work related to KM processes, methodologies and implementations. The proposed vision of intimacy between KM and systems thinking, even when not cited, serves as an eye opener for practitioners who are quite often frustrated by underachieving KM initiatives, through finding out about more possible routes to examine and manage their initiatives. Alternatively, this view provides a useful way forward for researchers investigating KM processes, methodologies, and implementations to re-look their KM research to accommodate multi world views which mimics KM nature.

Keywords: Knowledge Management methodology, systems thinking methodology, interpretive systems thinking, knowledge management analysis, systems thinking analysis

Knowledge Sharing via the E-MEMORAe2.0 Platform

Marie-Hélène Abel and Adeline Leblanc

Université de Technologie de Compiègne, France

Abstract: In the current economic environment, to learn became the best means, for a company, to be competitive in preserving knowledge and experiments of each collaborator and each team. This leads companies to reconsider their knowledge and know-how sharing, to anticipate competences and their members' training, while managing the changes induced by new practices. Such companies are called learning organizations because they build structures and strategies in order to increase and to maximize the organizational learning. An organizational learning is a process which can be seen as a collective capability based on experiential and cognitive processes and involving knowledge acquisition, knowledge sharing and knowledge utilization. In this paper, we define the concept of organizational Learning and why it is based on a sharing process. To that end, we subdivide it into three sub processes: Individual Learning Process, Social Process and Knowledge Management Process. Then we present our work, (1) the approach MEMORAe whose aim is to support organizational learning; (2) the web platform E-MEMORAe2.0 designed as tool for knowledge sharing in an organizational learning context.

Keywords: Learning organization, organizational learning, learning organizational memory, ontology, knowledge sharing

