ELEVENTH INTERNATIONAL CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT

UNIVERSIDAD SAN PABLO CEU
MADRID, SPAIN

15-17 JUNE 2011

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ELEVENTH INTERNATIONAL CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT
Dear Management Conference Delegates,

Welcome to the Eleventh International Conference on Knowledge, Culture and Change Management. This conference will address knowledge, culture and change in organizations from a variety of disciplinary perspectives. The conference will offer a comprehensive overview of current thinking in the area broadly described as knowledge management. Its perspectives will range from big picture analyses in keynote addresses by internationally recognized experts in the field of management, to detailed case studies of management practice.

This conference now has a truly international record as an intellectual leader in our field. In 2003, the Management Conference was held at the Universiti Sains Malaysia in Penang, Malaysia; in 2004 at the University of Greenwich, London, UK; in 2005 at the University of the Aegean on the Island of Rhodes, Greece; in 2006 at the Monash University Centre, Prato, Italy; in 2007 at the Singapore Management University, Singapore; in 2008 at Cambridge University, U.K; in 2009 at Northeastern University, Boston, Massachusetts, USA; and in 2010 at HEC in Montreal, Canada. The 2012 Management Conference will be held in Chicago, USA from 6-8 July.

In addition to organizing the Management Conference, Common Ground publishes papers from the conference at www.Management-Journal.com, and we do encourage all conference participants to submit a paper based on their conference presentation for peer review and possible publication in the journal. We also publish books at http://ontheorganization.com in both print and electronic formats. We would like to invite conference participants to develop publishing proposals for original works, or for edited collections of papers drawn from the journal which address an identified theme. Finally, please join our online conversation by subscribing to our monthly email newsletter, and subscribe to our Facebook, RSS, or Twitter feeds at http://ontheorganization.com.

Common Ground also organizes conferences and publishes journals in other areas of critical intellectual human concern, including diversity, museums, technology, learning and the arts, to name several (see http://commongroundpublishing.com). Our aim is to create new forms of knowledge community, where people meet in person and also remain connected virtually, making the most of the potentials for access using digital media. We are also committed to creating a more accessible, open and reliable peer review process. Alongside opportunities for well-known academics, we are creating new publication openings for academics from developing countries, for emerging scholars and for researchers from institutions that have historically focused on teaching.

Thank you to everyone who has prepared for this conference. A personal thank you goes to our Common Ground colleagues who have put such a significant amount of work into this conference: Beth Dillman, Miguel Fernández Vega, Audrey LeGrande, Abigail Manekin, Stephanie Turza, Tony Stavely and Mary Mayshark-Stavely. A special thanks to Universidad San Pablo CEU and Cristina Elorza and Angel Algarra for their hard work in helping to organize the Management Conference.

We wish the best for this conference and hope it will provide you every opportunity for dialogue with colleagues from around the corner and around the world. We hope you will be able to join us in Chicago for next year’s Management Conference 6-8 July 2012.

Yours Sincerely,

Bill Cope
Director, Common Ground Publishing
Research Professor, Dept. of Educational Policy Studies,
University of Illinois, Urbana-Champaign, USA
MANAGEMENT CONFERENCE AND JOURNAL INTERNATIONAL ADVISORY BOARD

- Verna Allee, Verna Allee Associates, Martinez, USA.
- Zainal Ariffin, Universiti Sains Malaysia, Penang, Malaysia.
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- Robert Brooks, Monash University, Melbourne, Australia.
- Bill Cope, University of Illinois, Urbana-Champaign, USA.
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- Judith Ellis, Enterprise Knowledge, Melbourne, Australia.
- Andrea Fried, Technology University Chemnitz, Chemnitz, Germany.
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- Krishan Kumar, University of Virginia, Charlottesville, USA.
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- David Lyon, Queens University, Ontario, Canada.
- Bill Martin, RMIT University, Melbourne, Australia.
- Pumela Msweli-Mbanga, University of Kwazulu-Natal, South Africa.
- Alexandra Roth, Northeastern University, Boston, USA.
- Kirpal Singh, Singapore Management University, Singapore.
- Dave Snowden, Cynefin Centre for Organisational Complexity, UK.
- Voicu Sucal, Technical University of Cluj-Napoca, Napoca, Romania.
- Chryssi Vitsilakis-Soroniatis, University of the Aegean, Rhodes, Greece.
- JoAnn Wiggins, Walla Walla University, Walla Walla, USA.
- Alan Zaremba, Northeastern University, Boston, USA.

CONFERENCE SECRETARIAT

- Miguel Fernández Vega
- Audrey LeGrande
- Abigail Manekin
- Mary Mayshark-Stavely
- Stephanie Turza

SUPPORTERS

College of Education, University of Illinois, Urbana-Champaign, USA

Universidad San Pablo, Madrid, Spain
2011 CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT
LOCAL ORGANIZERS

Cristina Elorza
Cristina Elorza holds a PhD in Economics and Business (University of Alcalá de Henares) and a Degree in Economics and Business (University of Deusto). She was Professor at the Department of Business Economics at the University of Alcalá de Henares (1986-1995) and Professor of Management at the Universidad San Pablo-CEU (since 1994). She is the Dean of the Faculty of Economics and Business Administration at Universidad San Pablo-CEU (since 2009). She also is a founding Member # 24 of the Scientific Association of Economy and Management Company (ACEDE). She is the author of “Strategic Analysis of the Company and the European Union: A Model of Implementation,” Montecorvo Editorial SA, Madrid, 1996.

Angel Algarra
Algarra holds a PhD in Economics and is Deputy Director of the Department of Local Control Section of the Court of Accounts of Spain. He is currently the Vice-Dean of the Faculty of Economics and Business, University CEU-San Pablo.
2011 CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT
PLENARY SPEAKERS

Juan Alfaro
Juan Alfaro has experience in the field of corporate responsibility at the international level. He has been working as an executive in various national and multinational companies, as well as in business schools and universities. He is a frequent international speaker, a consultant for several Governments on public policy, and an advocate for responsible practices in global companies. He has studied Law at the University CEU San Pablo, and has complemented his career with graduate degrees in business at the Instituto de Empresa Business School, Master in Business Management and Marketing, and Harvard Business School, Corporate Social Responsibility Program. He is currently the Secretary General of Sustainability Excellence Club, a nonprofit association integrated by 23 multinational companies to promote corporate responsibility in Spain and Latin America. He is the Director of the Corporate Responsibility Program at IE Business School, which teaches Corporate Responsibility to Directors coming from multinational companies. He also is an Associate Professor of Corporate Responsibility at Instituto de Empresa and Director of Corporate Governance Forum and the Forum on Crisis Communication at Instituto de Empresa. He is a visiting professor at the Universidad San Pablo CEU and has given more than five hundred lectures nationally and internationally in this field. He is a member of the State Council on Corporate Social Responsibility of the Government of Spain, contributing actively to the implementation of public policies in promoting corporate responsibility. He also contributed to CSR Europe, the most important European business network in the field. He is a member of the Advisory Group S2, the Advisory Council of the Spanish Corporate Reputation Monitor (MERCO) and the Board of Soria 21 Forum.

Ronald Bunzl
Ronald Bunzl Csonka, entrepreneur, MBA (IE Business School Madrid), Law, Business Administration, International Relations at Icadé (Madrid), and Georgetown University (Washington D.C.). Founder of several companies dedicated to Asset & Technology Optimization. At present, Institutional Relations at CGI Central & Southern Europe (CSE), leading Canadian technology outsourcing group, 4th US company (in this field), after Buy Out of Stanley Group (specialized in Federal and Defense Business USA).

Enrique Castelló
Enrique Castelló is a PhD in Economics and Business Administration (Universidad Complutense de Madrid). He graduated in Statistics and Operative Research. He has taught Economics at the Universidad Complutense de Madrid and ESIC. He has been visiting professor at several universities and business schools. He worked as a Director at the Confederación Española de Cajas de Ahorros, he was a consultant at the Consejo General de Colegio de Economistas de España, and president of the Committee on Business Administration at the Colegio de Economistas de Madrid. He is author of several books, and has published numerous scientific and technical articles relating to Business Economics.

Dr. Robert D. Hatfield
Bob Hatfield holds a Ph.D. in Management from the Kelley School of Business at Indiana University and a Juris Doctor from the Brandeis School of Law at the University of Louisville. Bob is the coauthor of six books including HRM: Strategies for Managing a Diverse and Global Workforce and Human Resource Management in South Africa. He holds the Lessenberry Endowed Professorship in Business Education and is Executive Coordinator for four MBA programs at Western Kentucky University. Bob has consulted with dozens of organizations in the development of leadership, communication, and collegiality. His background includes leadership positions and awards in both the corporate and university environments. He is currently in demand as a speaker and consultant based upon his work defining collegiality and offering individual and structural tactics that organizations can use to improve collegiality in their cultures.

Raphaël Héraïef
Raphaël Héraïef is President and Founder of Ucalenda, the Global University Calendar. In the Faculty of Medicine of the University of Lausanne, he has been the student representative of his faculty for years, and a member of its board. His experience in this work, together with that obtained during the organization of several events for graduate students, led him to create the first global university calendar. He has taken a sabbatical from his studies in order to focus on the European development of Ucalenda.

Juan Iranzo
Juan Iranzo is PhD in Economics (Universidad Complutense de Madrid) and Dean of the Colegio de Economistas de Madrid. He also is Professor of Applied Economics at the University UNED, General Director of the Instituto de Estudios Económicos, and Director of the Master on Finance at CUNEF. He is a member of the Real Academia de Doctores.
GRADUATE SCHOLAR RECIPIENTS

Graduate assistants contribute to the flow and overall success of the conference. Their key responsibilities include chairing the parallel sessions, keeping the conference on schedule, providing audio-visual technical assistance and assisting with the registration process.

We would like to thank the following Graduate Assistants who participated in the 2011 International Conference on Knowledge, Culture and Change Management:

Muritala Oladokun Akindele
Muritala Oladokun Akindele holds a Masters Degree in International Business and Enterprise from the University of Glamorgan in Wales. The height of his academic program was marked as the recipient of the Glamorgan Business School Award for Best Dissertation and Best overall performance on the International business and enterprise program in 2010. His academic work centred on key words such as Internationalisation of education, international student satisfaction, perceived prejudice and future enrolment in the UK. Before his studies overseas, he completed a graduate trainee program in the foreign operations and retail product marketing department of a foremost Bank in Nigeria in 2009. The trainee program saw him establish a full-fledged foreign operations team in one of the Oyo State branches of First Bank of Nigeria Plc., before deciding to further his educational overseas. Muritala is also a trained Food Technologist from the University of Agriculture in Abeokuta, Nigeria where he studied Food Science and Technology for his first degree in 2005. Beyond academics, he was an active member of the leadership and business development organisation named Junior Chamber International (JAYCEES). He served as the president and spokesperson for the over 200 student member organisation for his university in 2004 where he worked with others to execute several community and business development project for the immediate community. He is an avid football follower, enjoys reading and writing a lot. He is also the Managing Director of Primal Clues Limited- a business outfit that prides itself in food product development and commercialisation initiatives.

Patricia Bueno-Delgado
Originally from Mexico City, she is doing a PhD at City University London. Her research is about learning in contemporary art museums, working with audiences understanding of the artwork. She has an interdisciplinary background in Economics and Visual Culture. She was awarded full scholarships to study in Argentina (2001) and London (2006-2011). She presented papers at international conferences in Istanbul (2010), Cardiff (2009) and London (2008). She participated in publications for UBS (2003), Mexican Arts Council (2005), Kogan Page (2008) and Common Ground Publisher (2011). Her undergraduate thesis was awarded by HSBC (2003), a shorter version was published in 2008.
ABOUT THE CONFERENCE

SCOPE AND CONCERNS


Their focus is those intangible drivers which determine not only the livability of organizations for insiders, and their credibility and attraction to outsiders; but also their tangible results in the form of efficiency, effectiveness and productivity. The intangibles of knowledge, culture and change management do not appear on balance sheets, but ultimately do have an enormous impact on 'bottom lines'.

The interests of the conference, journal, book imprint and news blog range across organizations in all their forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from schools to universities; public sector agencies; and non-government and community sector organizations. Their concern also extends beyond the boundaries of organizations to consider the dynamics of supply chains, organizational alliances, networks, communities of practice and capacity building. The story may be different from situation to situation. However, across all of these contexts, a pragmatic focus persists—to examine the 'organization' and 'management' of groups of people collaborating to productive ends, and to analyze what makes for success and sustainability.

KNOWLEDGE

Ours is the era of the knowledge economy, or so say the commentators. (And it seems a little late to be calling it a 'new' economy, particularly when some of the things that only yesterday were supposed to be excitingly 'new' have proved disappointing today or become mere commonplaces.)

What might it mean to have a 'knowledge economy'? Today's economy is increasingly dependent upon technologies which assist the flow of information, and this we might in one sense call a knowledge economy. The value of an organization is also increasingly located in intangibles such as business systems, intellectual property and the human skills base, and in this sense, knowledge has become a factor of production. And human needs have been transformed to the point where, in the marketplace, consumers focus on knowledge-representations as much as they do on physical entities—design, aesthetics, product concepts, brand associations, service values. If anything, these are the things that make the knowledge economy new.

What, however, is this nebulous thing, knowledge, and how do we manage it? Certainly, it is bigger than out-of-the box IT systems, or content management systems, or groupware—things that are often sold as knowledge management 'solutions'. To be sure, the new technologies have the capacity to enable and transform. But knowledge is also the stuff of incessant talk, collaborative working relationships, personalized stories and constant learning. It is, in fact, no less than the core of human capital.

With or without technology assistance, knowledge management involves transforming personal knowledge into common knowledge, implicit and individual knowledge into explicit and shared understandings and everyday common sense into systematic designs. It is also the business of codifying these designs as information architectures, paradigms or disciplines.

Not that this leaves the world of tacit understandings and individual subjectivity behind as a poor cousin to knowledge proper. On the contrary, herein lies the raw material of inspiration, imagination and creativity. The shape of things has to be felt before it can be articulated.

It is the project of knowledge management to ensure that collaboration is institutionalized and that knowledge sharing occurs. As a result, wheels are not needlessly reinvented. Lessons are learnt from mistakes and these lessons shared. And the knowledge of the organization or community is not dangerously depleted when a key person departs. Organizing knowledge creates more work, to be sure, but the longer term effect of this extra work should be to create less.

Now we're managing knowledge, but what is this thing we are managing? Knowledge is the process of connecting the stuff of the mind and the stuff of the world. It is not a recorded thing (data, information), or at least, it is not just that. Knowledge is a form of action. Knowing might be by experiencing (deep understandings, intuitions or judgments based on extended immersion in a particular situation), or conceptualization (knowing the underlying concepts and theories of a particular discipline, system or vocation), or analysis (linking cause with effect, interests with behaviors, purposes with outcomes), or applying (doing something again or anew). These are some of the ways in which knowing is done.

And what does knowing do? For one thing, it creates a different kind of organization. This organization is one in which certain kinds of knowledge rise to higher levels of validity. This is the knowledge that has been collaboratively constructed, is widely informed, is cross-referenced — and these processes give it a collegial or organizational imprimatur. This knowledge becomes authoritative to the extent that the processes of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-novice, organization-customer) transmission of knowledge is replaced by knowledge as dialogue.
CULTURE
Ours is an era when organizations are driven by culture, or so today’s management gurus tell us. This is in direct contrast to the focus on system and structure in an earlier era when management was considered to be an exact science.

On the micro-scale, teams are driven by shared values—or is it perhaps the complementarily of differences of knowledge and experience? On the corporate scale, organizations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone’s motivations and energies are enlisted, even if they don’t fit a single obvious corporate mould? On a market or community scale, organizations try to get close to customers and forge tight supply chain relationships—or is this really a matter of negotiating the differences that are inherent to a world of ever more finely differentiated niche markets and subtly or not-so-subtly divergent organizational cultures? And on the macro, global scale, we may find ourselves operating across one world market—or is it perhaps, a world where, in crossing borders, successful organizations negotiate differences and become many things to many peoples?

Culture is a key organizational driver, but not because it has a simplistically unifying dynamic — of shared values, singular vision and cloning to the ideal of the corporate person. Its dynamic today, more often than not, is one of productive diversity. This is not the diversity of affirmative action or remedies for discrimination. Rather it is the diversity that is at the heart of organizational cultures, including workaday domains such as human resource management, product and service diversification strategy, sales and marketing into a myriad of niches, and customer relationship management which recognizes that no two customers are the same.

CHANGE
Ours is an era of massive change, sometimes liberating, other times traumatic. Organizations find themselves buffeted by external forces: technological, market, political and cultural. They are challenged to become ever more efficient, effective, productive and competitive. How can they be active masters of change rather than reactive servants? How can change in organizations be driven by their people rather than the organization in the abstract, or its leaders having to drag them along? Organizations will fail if they are not capable of learning, in a collective sense, as well as ensuring the learning growth of the individuals who spend their days there at work. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organization and every person within it needs to envision themselves, not as a change object, but as an agent of change.

The conference, journal, book imprint and news blog attempt to address these and other dynamics of knowledge, culture and change as they manifest themselves in organizations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organizational intangibles. They traverse a broad terrain, from theory and analysis to practical strategies for action.
THEMES

THEME 1: LEARNING FOR THE NEW ECONOMY
- Reconceptualising ‘economy.’ What is knowledge? What is the role of learning? What is the ‘knowledge economy’?
- New types of organization: what do you need to learn today?
- Transforming personal knowledge into common knowledge.
- Blurring the boundaries: informal learning, training and education.
- New economy: what is appropriate education for the new work order?
- Knowledge work: defining the competencies and capabilities.
- ‘Wisdom’ in the knowledge economy.
- Mentoring: where leadership means knowledge transfer.
- Collaboration as a personal capacity and organizational resource.
- The making of a ‘knowledge worker’.
- Towards leadership: management education and training.
- Educational institutions as knowledge managers.
- The dynamics of Adult Education.
- Lifelong learning.
- Beyond knowledge management: the nature of knowledge processes.
- Sustainable development.

THEME 2: KNOWLEDGE AND TECHNOLOGY
- The changing role of information and communications technologies in knowledge-based economies.
- Technologies and organizational change.
- Data, information and their electronic means of creation, storage, access and communication.
- eBusiness in a networked world.
- Information & communication technologies as means of production, means of knowing & means of communicating.
- More than information: knowledge as a process.
- Building intellectual capital and maintaining intellectual property.

THEME 3: ORGANIZATIONAL CULTURES
- What is organizational culture? Organic, community, complexity and other metaphors.
- Networks, clusters, alliances.
- Building collaborative organizational cultures.
- Decision-making and leadership.
- Building a culture of innovation.
- Teams and the dynamics of collaboration.
- Productive diversity: capitalizing on human differences.
- Women at work and women in management: what are the different ways of working?
- Developing sustainable organizational cultures: government, community and NGOs.
- Capacity development: building knowledge locally.
- Globalization, internationalization and organizational change.
- Mass customization: recognizing market and customer differences.
- Navigating complexity: the dynamics of organizational change.
- Business ethics.

THEME 4: TANGIBLE OUTCOMES FROM MANAGING INTANGIBLES
- Knowledge and culture as factors of production.
- Putting a tangible value on intangibles.
- The conditions of innovation.
- The business case for knowledge management.
- Agonies of change: working with order and chaos; regularity and complexity.
- Being close to customers: identifying trust and loyalty in customer relations.
- Vision, strategy and leadership: measuring the effects.
- Beyond competition: creating efficiencies through improved supply chain relationships.
- Addressing the divides: digital, development, social.
- Virtual enterprises in a networked world.
STREAMS

- Knowledge and Knowledge Management
- Organizational Culture, Organizational Change, Business Ethics
- Clients, Customization, Markets
- Communications, Collaborative Cultures, Teams
- Leadership, Decision Making
- Learning Organizations, Education, Training
- Human Resources
- Diversity, Globalization, Development
- Technologies
- Networks
SESSION GUIDELINES

CHAIRING OF PARALLEL SESSIONS
Common Ground usually provides graduate students to chair all of the parallel sessions. If you wish, you are welcome to chair your own session, or provide your own chair or facilitator for your session. The chair’s role is to introduce the presenter and keep the presentation within the time limit.

PROGRAM CHANGES
Please see the notice board near the conference registration desk for any changes to the printed program (e.g., session additions, deletions, time changes, etc.). If a presenter has not arrived at a session within 5 minutes of the scheduled start time, we recommend that participants join another session. Please inform the registration desk of ‘no-shows’ whenever possible.

SESSION TYPES

PLENARY
Plenary sessions, by some of the world’s leading thinkers, are 30 minutes in length. As a general rule, there are no questions or discussion during these sessions. Instead, plenary speakers answer questions and participate in discussions during their Garden Conversation sessions (see below).

GARDEN CONVERSATIONS
Garden Conversations are unstructured 60-minute sessions that allow delegates a chance to meet plenary speakers and talk with them informally about the issues arising from their presentation. When the venue and weather allow, we try to arrange for a circle of chairs to be placed outdoors.

PAPER (30-minute)
Thirty-minute paper sessions provide participants the opportunity to make a formal 15-minute presentation on their intellectual work (be that research, theory, practice or aesthetic work), followed by 15 minutes of audience interaction. The formal, written paper will be available to participants if accepted to the journal.

WORKSHOP (60-minute)
Sixty-minute workshop sessions involve extensive interaction between presenters and participants around an idea or hands-on experience of a practice. These sessions may also take the form of a crafted panel, staged conversation, dialogue or debate – all involving substantial interaction with the audience. A single article (jointly authored, if appropriate) may be submitted to the journal based on a workshop session.

COLLOQUIUM (90-minute)
Ninety-minute colloquium sessions consist of five or more short presentations with audience interaction. A single article or multiple articles may be submitted to the journal based on the content of a colloquium session.

VIRTUAL PRESENTATION
Virtual presentations are papers submitted without the participant attending the conference in person, but are eligible to be refereed and published (if accepted) in the journal. A virtual presentation allows participants to join the conference community in the following ways:
- The conference proposal will be listed in the Session Descriptions of the conference. Acceptance of a conference proposal for a virtual participant is based on the same criteria as that for an attending participant.
- The full paper may be submitted to the journal. The journal paper submission will be refereed against the same criteria as attending participants. If accepted, the paper will be published in the same volume as conference participants from the same year.
- Online access to all papers published in the journal from the time of registration until one year after the conference end date.

TALKING CIRCLES
Talking circles are meetings of minds, often around points of difference or difficulty. They are common in indigenous cultures. The inherent tension of these meetings is balanced by protocols of listening and respect for varied viewpoints. From this, rather than criticism and confrontation, productive possibilities may emerge.

The Purpose of Talking Circles in this Conference
The purpose of the Talking Circles is to give shape to a conference that is wide-ranging in its scope and broad-minded in its interests. They also give people an opportunity to interact around the key ideas of the conference away from the formalities of the plenary, paper, workshop and colloquium sessions. They are places for the cross-fertilisation of ideas, where cycles of conversation are begun, and relationships and networks formed.

Talking Circles are not designed to force consensus or even to strive towards commonality. Their intention is, in the first instance, to find a common ground of shared meanings and experiences in which differences are recognised and respected. Their outcome is not closure in the form of answers, but an openness that points in the direction of pertinent questions. The group finally identifies axes of uncertainty that then feed into the themes for the conference of the following year.
How Do They Work?
The Talking Circles meet for two 45-minute sessions during the conference, and the outcomes of each Talking Circle are reported back to the whole Conference in the closing plenary session. They are grouped around each of the conference streams and focus on the specific areas of interest represented by each stream. Following is the Talking Circles outline that is currently in use, but we welcome feedback and suggestions for improvement from participants.

- Talking Circle 1 (45 minutes): Who Are We? What is our common ground?
- Talking Circle 2 (45 minutes): What is to be done?
- Closing Plenary: Talking Circles report back.

It is important to note that each Talking Circle may be organised in any way that members of the group agree is appropriate. They may be informal and discursive, or structured and task-oriented. Each Talking Circle group has a facilitator.

The Role of the Facilitator
The facilitator must be comfortable with the process of thinking 'out of the square' and also embracing multiple and diverse scenarios. The process is one of creating a kind of collective intelligence around the stream. The facilitator should shape a conversation that is open to possibilities and new lines of inquiry or action; they should embody a spirit of openness to new knowledge rather than the closure of advocacy. The facilitator is required to keep a record of the main discussion points. These points need to be summarised for the closing plenary session at the conference.

Possible Session Contents - Suggestions to Assist Facilitators

Talking Circle 1 (45 minutes): Who are we?
- Orientation: members of the group briefly introduce themselves.
- What could be the narrative flow of the Talking Circle sessions?
- What could be the outcomes of the work of this group and its contribution to the closing plenary session, the Journal and the Conference as a whole (including the themes for next year's conference)?
- Assessing the landscape, mapping the territory: What is the scope of our stream? Do we want to rename it?
- What are the burning issues, the key questions for this stream?
- What are the forces or drivers that will affect us as professionals, thinkers, citizens, and aware and concerned people whose focus is this particular stream?
- Where could we be, say, ten years hence? Scenario 1: optimism of the will; Scenario 2: pessimism of the intellect.

Talking Circle 2 (45 minutes): What is to be done?
- What are our differences?
- The setting: present and imminent shocks, crises, problems, dilemmas - what are they and what is the range of responses?
- What are the cleavages, the points of dissonance and conflict?
- What are the dimensions of our differences (1)? Politics, society, economics, culture, technology, environment.
- What are the dimensions of our differences (2)? Persons, organisations, communities, nations, the global order.

What is our common ground?
- Where are the moments of productive diversity?
- What are the bases for collaboration (1)? Politics, society, economics, culture, technology, environment.
- What are the bases for collaboration (2)? Persons, organisations, communities, nations, the global order.
- Alternative futures: outline several alternative scenarios.
- What are the forces that drive in the direction of, or mitigate against, each scenario?

What is to be done?
- What's been coming up in the parallel sessions in this stream since the last Talking Circle?
- What is the emerging view of the future?
- Can we foresee, let alone predict alternative futures?
- Looking back a decade hence, what might be decisive or seminal in the present?
- Scenarios: can we create images of possibility and agendas for robust alternative futures?
- Directions: conventional and unconventional wisdoms?
- Strategies: resilience in the face of the inevitable or creative adaptation?
- What could be done: review the scenarios developed in Talking Circle 1.
- Axes of uncertainty: working towards the right questions even when there's no certainty about the answers.

Closing Plenary: 15-minute contribution to the closing plenary by the Talking Circles Co-ordinator based on summaries provided by each Talking Circle.
PROGRAM

CONFERENCE DINNER

CONFERENCE DINNER - THURSDAY, 16 JUNE 2011 7:30PM (19:30)
Mama Lila Restaurant
Calle de Domenico Scarlatti, 5
28003 Madrid

Please join us for a traditional Spanish dinner at the Mama Lila Restaurant. The menu includes grilled fresh vegetables, and a choice of entree including Paella and Grilled Beef. Mama Lila is located near the Universidad San Pablo CEU, walking directions are provided at the Conference Registration Desk.

CONFERENCE TOURS

EVENING SIGHTSEEING TOUR OF MADRID BY COACH - WEDNESDAY, 15 JUNE 2011 6:30PM (18:30)
A panoramic sightseeing tour at dusk through the wide avenues and beautiful boulevards with its lighted buildings and fountains. Enjoy Madrid from a different perspective by cruising the main urban streets, squares, boulevards and avenues at dusk time, with the beautiful lighting display.

A private tour with a professional guide will make your visit to Madrid more meaningful and enjoyable. As well as seeing the major attractions close up, you will delve into some of the "Hidden city" which tourists often miss. You will also hear the history created by some of the extraordinary people who make up the city's past and present. Along the way we will inform you about Madrid life, shopping areas and the best places to go to. Join us and you will know the heart of Madrid like the locals do!

EVENING WALKING TOUR OF MADRID - FRIDAY, 17 JUNE 2011 6:30PM (18:30)
To start our visit, we propose the Plaza de la Encarnación, where one of the most significant monuments of the XVII Century can be found: the Monasterio de las monjas agustinas descalzas de La Encarnación. In the centre of the Plaza de Oriente, we find the famous statue on horse of King Philip IV, another treasure of the XVIIth Century. Our route continues past the Calle Bailén towards its intersection with Calle Mayor, in order to gaze at the magnificent Palacio del Duque de Uceda, favourite of King Phillip III, typical palace of the XVIIth Century. Next to it another building will attract our attention, the Iglesia del Sacramento, church with one of the few mentideros (places where villagers would get together to gossip) that still exist in Madrid nowadays. Walking through the Calle del Sacramento we continue towards the Plaza de la Villa, a beautiful square with interesting buildings: the Ayuntamiento (town hall) and the Casa de Cisneros. From there, we walk past Calle del Codo, Plaza del Conde de Miranda and the Convento de las Carboneras (convent) towards the Plaza Mayor, landmark of the city. Exiting this square and walking towards the Calle de Atocha, we end up in the Plaza de la Provincia, where the Carcel de la Corte lies, formerly a prison, nowadays headquarters of the Ministerio de Asuntos Exteriores (Spanish Foreign Office).
PLENARY SESSIONS AND GARDEN SESSIONS

Wednesday, 15 June

Ronald Bunzl, CGI, Madrid, Spain
PLENARY SESSION: 9:45-10:20
GARDEN SESSION: 11:55-12:55

Enrique Castello, Madrid, Spain
PLENARY SESSION: 10:20-10:55
GARDEN SESSION: 11:55-12:55

Juan Alfaro, Secretary General of Sustainability Excellence Club, Madrid, Spain
PLENARY SESSION: 13:45-14:20
GARDEN SESSION: 14:25-15:25

Thursday, 16 June

Juan Iranzo, University UNED, Madrid, Spain
PLENARY SESSION: 9:00-9:35
GARDEN SESSION: 10:25-11:25

Raphael Heraief, Ucalenda, Lausanne, Switzerland
PLENARY SESSION: 9:35-10:10
GARDEN SESSION: 10:25-11:25

Friday, 17 June

Robert Hatfield, Robert Hatfield, Western Kentucky University, Bowling Green, USA
PLENARY SESSION: 9:35-10:10
GARDEN SESSION: 10:25-11:25
<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
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<tbody>
<tr>
<td>8:00-8:45</td>
<td><strong>CONFERENCE REGISTRATION</strong></td>
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<tr>
<td>8:45-9:45</td>
<td><strong>CONFERENCE OPENING</strong> - Raúl Mayoral, Universidad San Pablo CEU, Madrid, Spain; José Morillo, Universidad San Pablo CEU; Cristina Elorza, Universidad San Pablo CEU; Karim Gherab-Martin, Common Ground Publishing, Madrid, Spain; Angel Algarra, Universidad San Pablo CEU; Homer Stavely, Common Ground Publishing, USA</td>
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<td>9:45-10:20</td>
<td><strong>PLENARY SESSION</strong> – Ronald Bunzl, CGI, Madrid, Spain</td>
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<tr>
<td></td>
<td>Intangible Assets and Change in Organizations, Challenges, Risks and Opportunities</td>
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<td>10:20-10:55</td>
<td><strong>PLENARY SESSION</strong> – Enrique Castello, Madrid, Spain</td>
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<td>Managing Intangible Assets as a Challenge for Company Management</td>
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<td>10:55-11:10</td>
<td><strong>COFFEE BREAK</strong></td>
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<td>11:10-11:55</td>
<td><strong>TALKING CIRCLES</strong> (Streams listed below)</td>
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<tr>
<td>Room 1</td>
<td>Stream: Knowledge and Knowledge Management &amp; Technologies</td>
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<tr>
<td>Room 2</td>
<td>Stream: Organizational Culture, Organizational Change, Business Ethics &amp; Human Resources</td>
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<td>Room 3</td>
<td>Stream: Communications, Collaborative Cultures, Teams &amp; Networks</td>
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<td>Room 4</td>
<td>Stream: Leadership, Decision Making &amp; Learning Organizations, Education, Training</td>
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<tr>
<td>Room 5</td>
<td>Stream: Diversity, Globalization, Development &amp; Clients, Customization, Markets</td>
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<tr>
<td>11:55-13:00</td>
<td><strong>PARALLEL SESSIONS</strong></td>
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<tr>
<td>11:55-12:25</td>
<td>Room 1: Learning in Mexican Museums: Educators Role and Perspectives Patricio Bueno-Delgado, Cultural Policy and Management, City University London, Ockbrook, UK</td>
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<td><strong>The Impact of a Converged Media Landscape on the Education of Young Journalists</strong></td>
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<td>Anne McNeilly, The School of Journalism in The Faculty of Communication and Design, Ann Rauhala, School of Journalism, Ryerson University, Toronto, Canada</td>
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<td>Overview: Museum education lacks of financial, institutional and peer support in Mexico. However this area works as audiences advocate and its role needs to be recognised. Stream: Learning Organizations, Education, Training</td>
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<td>12:30-13:00</td>
<td>Room 2: The Relationship between Organisational Trust and Quality of Work Life</td>
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<td>Dr. Elizabeth A. van der Walt, Department of Marketing and Communication Management, University of Pretoria, Pretoria, South Africa</td>
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<td><strong>An Analysis of Changing Employee Needs and Behaviour in the Organisation: From IQ to SQ</strong></td>
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<td>Dr. Constantinos Kontogiorgi, HTM, Cyprus University of Technology, Limassol, Cyprus</td>
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<td>Overview: Analysis of radical changes in employee needs and behaviour during the last century due to changing intelligence from IQ to SQ. A scale of motivations is used as instrument. Stream: Organizational Culture, Organizational Change, Business Ethics</td>
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<tr>
<td>11:55-12:25</td>
<td>Room 3: A Model to Combat Knowledge Loss</td>
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<td>Ellen C. Martins, Organisational Diagnostics and University of South Africa, Johannesburg, South Africa</td>
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<td><strong>Antecedents and Outcomes of Organizational Innovation and Flexibility: A Validation Study</strong></td>
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<td>Dr. Constantinos Kontogiorgi, HTM, Cyprus University of Technology, Limassol, Cyprus</td>
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<td>Overview: This empirical study examines the link between organizational innovation and high performance work systems as well as competitiveness and profitability in a Cypriot retail organization. Stream: Knowledge and Knowledge Management</td>
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<td>12:30-13:00</td>
<td>Room 3: A Model to Combat Knowledge Loss</td>
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<td>Ellen C. Martins, Organisational Diagnostics and University of South Africa, Johannesburg, South Africa</td>
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| 11:55-12:25 | Leadership in Theory and Practice: The Case of Indonesian Tax Administration Reform  
Mukhammad Faisal Artjan, Graduate School of International Development, Nagoya University Japan, Nagoya, Japan  
Overview: This study is combining leadership theories and case study of leadership practice in public organizations.  
Stream: Leadership, Decision Making |
| 12:30-13:00 | In Pursuit of Sustainability  
Nasrin Khalili, Environmental Management and Sustainability Stuart School of Business, Illinois Institute of Technology, Chicago, USA  
Overview: This paper presents the logical arguments, discrete elements, and operational processes involved in the design and development of a conceptual Sector-Based Sustainable Strategic Planning model.  
Stream: Leadership, Decision Making |
| Room 4 | Student-Level Factors Influencing Academic Achievement in Accelerated Classes for Gifted and Regular Classes in Indonesian High Schools  
Dr. Dianti Kusumawardhani, Undergraduate Program Study Faculty of Psychology, University of Indonesia, Depok, Indonesia  
Overview: This research examined the influence of student-level factors on facilitating students’ achievement. Students’ use of social assistance strategies in self-regulated learning is influenced mainly by seeking teachers’ assistance.  
Stream: Learning Organisations, Education, Training |
| Room 5 | Foreign Direct Investment Decisions of Multinational Companies  
Dr. Ayse Yuce, Finance Department, Ryerson University, Toronto, Canada  
Overview: This paper examines factors that influence company foreign direct investment decisions.  
Stream: Diversity, Globalisation, Development |
| Room 6 | The Traditional University in the Time of Neo-Liberal Change: Understanding the Change and Threat to Knowledge and Culture  
Dr. Judy Hemming, School of Business, The University of New South Wales at the Australian Defence Force Academy, Canberra, Australia  
Overview: In today’s globalised world the neo-liberal university is continually undergoing change to confront the competitiveness in the every changing world.  
Stream: Learning Organizations, Education, Training |
| Garden Conversation | Ronald Bunzl, Enrique Castello |
| 13:00-13:45 | LUNCH |
| 13:45-14:20 | PLENARY SESSION – Juan Alfaro, Secretary General of Sustainability Excellence Club, Madrid, Spain  
The Impact of the ITC on the Economic, Social and Environmental |
| 14:25-15:30 | PARALLEL SESSIONS |
| 14:25-14:55 | Do Cultures Matter? Manifold Evaluation of Multiple Intelligence of IT/IM Students  
Dr. Jimm-Woel Lian, National Taichung Institute of Technology, Taichung, Dr. Tzu-Ming Lin, Department of Information Management, National Central University, Taiwan, Dr. Jim C. Tam, School of Information Technology Management, Ryerson University, Canada, Dr Jin-Long Zhang, School of Management, Huazhong University of Science and Technology, China  
Overview: This research aims at performing a comparative analysis on multiple intelligences (emotional intelligence, social intelligence, and cultural intelligence) of IT/IM students in three countries: Canada, China, and Taiwan.  
Stream: Learning Organizations, Education, Training |
| Room 1 | An Investigation of the Managerial Practices and Attitudes toward Organisational Culture Management in Western Australia  
Kok Hoong Harry Wong, Dr John R. Venable, Dr Paul Alexander, School of Information Systems, Curtin University of Technology, Perth, Australia  
Overview: Describes the conduct and findings of a survey of Western Australian managers concerning their attitudes toward and organisational practices in Organisational Culture Management  
Stream: Organizational Culture, Organizational Change, Business Ethics |
| Room 2 | In Pursuit of Sustainability  
Nasrin Khalili, Environmental Management and Sustainability Stuart School of Business, Illinois Institute of Technology, Chicago, USA  
Overview: This paper presents the logical arguments, discrete elements, and operational processes involved in the design and development of a conceptual Sector-Based Sustainable Strategic Planning model.  
Stream: Leadership, Decision Making |
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<th>WED</th>
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<tr>
<td>14:25-14:55</td>
<td>15:00-15:30</td>
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<td><strong>Room 3</strong></td>
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| Knowledge Management Strategy in the Central Bank of Nigeria: A Case Study  
*Ibrahim Hassan*, Business Support Group, Strategy & Performance Department, Abuja,  
*Lovelyn Onyemerekeya*, Business Support Group, Central Bank of Nigeria, Abuja, Nigeria  
*Overview:* The paper discusses the strategy developed by the Central Bank of Nigeria to institutionalize the sharing of knowledge in the organization and for the management of its knowledge assets.  
*Stream:* Knowledge and Knowledge Management | Knowledge Transfer Partnership: A Case Study from the Building Industry  
*Dr. Paul Crowther*, Faculty of Arts, Computing, Engineering and Sciences, Sheffield Hallam University, Sheffield, UK  
*Overview:* An examination of the issues involved in knowledge transfer from academia to and from industry; based on a case study in the building industry  
*Stream:* Knowledge and Knowledge Management |
| **Room 5** | **Room 4** |
| **Factors That Influence Leaders Engaged in Corporate Transformation Decisions**  
*Prof. Sidney E. Harris*, Management J. Mack Robinson College of Business, Georgia State University, Atlanta, USA  
*Overview:* This paper examines corporate transformations decisions through the lens of the factors that influenced the decisions of the corporate leaders. We discuss six factors that shaped the corporate transformations.  
*Stream:* Leadership, Decision Making | The Influence of the Balanced Scorecard on the Quality of Information for Managers’ Decision Making  
*Dr. Ladislav Siska*, Department of Economic Studies, College of Polytechnics Jihlava, Jihlava, Czech Republic  
*Overview:* The article shows that the managers from Czech companies with implemented BSC assessed the quality of information for their decision higher than their counterparts in companies without BSC.  
*Stream:* Leadership, Decision Making |
| **Room 2** | **Room 1** |
| **Organizational Support as a Determinant in the Transfer of Skills from Training Activity**  
*Mycalle Trudel*, Management, University of Quebec, Rouyn-Noranda, Canada  
*Overview:* Given the need for updating skills, many professionals continue their education throughout their careers. Organizational support is an important variable in training transfer.  
*Stream:* Learning Organizations, Education, Training | **Corporate Social Responsibility Audit for Business Sustainability: Case Study of Pertamina Geothermal Energy Indonesia**  
*Martha Fani Cahyandito*, Department of Management and Business, Universitas Padjadjaran, *Prof. Dr. Neni Yulianita*, Postgraduate Program, Universitas Islam Bandung, Bandung, Indonesia  
*Overview:* Study assesses how effective CSR Audit activities covering the following aspects: People, Planet, Profit, and the Procedure carried out by Pertamina Geothermal Energy Area Kamojang in supporting its business activities.  
*Stream:* Organisational Culture, Organisational Change, Business Ethics |
| **Culture and Anti-Culture: An Alternative Identity**  
*James Clawson*, Leadership and Organizational Behavior Area Darden School of Business, University of Virginia, Charlottesville, USA  
*Overview:* The paper defines culture and sub-culture and then asserts the dark side of cultural awareness and the benefits of an “anti-cultural” perspective. Recommendations for action are included.  
*Stream:* Organizational Culture, Organizational Change, Business Ethics | **Group Competence: Empirical Insights for the Management of Diversity**  
*Dr. Daniela Groeschke*, Intercultural Business Communication, Friedrich-Schiller-University Jena, Jena, Germany  
*Overview:* The management of diversity in work groups depends on individual ability of self-regulation as well as on the collective ability of reflection, regulation and cooperation.  
*Stream:* Organizational Culture, Organisational Change, Business Ethics |

**Room Conversation**  
Juan Alfaro

**COFFEE BREAK**

15:30-15:45

15:45-16:50

**PARALLEL SESSIONS**

15:45-16:15

16:20-16:50
### WED PARALLEL SESSIONS

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>15:45-16:15</td>
<td>A Lean Study: The Impact of Lean Techniques on Business</td>
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<td><strong>Maryam Herin</strong>, HRM/OB, Manchester Metropolitan University, Manchester, <strong>Bill Vickers</strong>, Dianamics, UK</td>
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<td><strong>Overview</strong>: The results of lean techniques implemented in a banking organisation and measures taken before, during, and after show expected and some surprising results in behaviour and process learning. <strong>Stream</strong>: Organizational Culture, Organizational Change, Business Ethics</td>
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<td>16:20-16:50</td>
<td><strong>Designing and Delivering Preconception Care: The Opportunity to Integrate Strategic Design Thinking and Global Public Health Priorities</strong></td>
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<td><strong>Dr. Denise Tahara</strong>, Department of Health Policy and Management School of Health Sciences and Practice, New York Medical College, <strong>Dr. Mary McBride</strong>, Pratt Institute, Valhalla, USA</td>
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<td><strong>Overview</strong>: Of the developed countries, the United States ranks 28th in infant mortality. Current approaches to preconception healthcare are inadequate. Strategic design is needed to shape and inform healthy lifestyle choices. <strong>Stream</strong>: Clients, Customization, Markets</td>
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<td><strong>Cultural Differences in Information Technology Settings: Impacts on Creativity and Knowledge-Sharing</strong></td>
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<td><strong>Prof. Mahmoud Watad</strong>, Christos M. Cotsakos College of Business, <strong>Dr. Cesar Perez-Alvarez</strong>, Marketing and Management Department Cotsakos College of Business, William Paterson University, Wayne, USA</td>
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<td><strong>Overview</strong>: This paper examines the dynamics of a multicultural workforce in Information Technology settings and the potential that cultural diversity has in impacting creativity and knowledge-sharing. <strong>Stream</strong>: Knowledge and Knowledge Management</td>
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<td><strong>Room 5</strong></td>
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<td><strong>Global Perspectives on Knowledge Sharing: Investigating Malaysian Online Community Behaviour</strong></td>
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<td><strong>Dr. Maria Edith Burke</strong>, Salford Business School, University of Salford, Greater Manchester, UK, <strong>Nor Intan Saniah Sulaiman</strong>, Malaysia, Malaysia</td>
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<td><strong>Overview</strong>: The research identifies how Malaysian undergraduate students are using Web 2.0 applications and other media for knowledge sharing. <strong>Stream</strong>: Diversity, Globalization, Development</td>
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<td><strong>Knowledge Boundaries of the Firm in the Russian Heavy Engineering Industry</strong></td>
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<td><strong>Evgeniy Blagov</strong>, Information Technologies Management Department Graduate School of Management, Saint Petersburg State University, Saint Petersburg, Russian Federation</td>
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<td><strong>Overview</strong>: A two-stage (qualitative and quantitative) study of factors influencing the Russian heavy engineering firms’ choice between different (internal and/or external) sources of technological knowledge renovation. <strong>Stream</strong>: Knowledge and Knowledge Management</td>
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<tr>
<td>9:00-9:35</td>
<td>PLENARY SESSION – Juan Iranzo, University UNED, Madrid, Spain</td>
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<td>9:35-10:05</td>
<td>PLENARY SESSION – Raphael Heraief, Ucalenda, Lausanne, Switzerland</td>
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<tr>
<td>10:10-10:25</td>
<td>COFFEE BREAK</td>
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<td>10:25-12:05</td>
<td>PARALLEL SESSIONS</td>
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<tr>
<td>10:25-10:55</td>
<td>Room 1: The Implementation of an Extended Internship Model and Culture Change in A New Zealand Management School Janet Davey, Department of Marketing and Strategy and Human Resource Management, Dr Mary FitzPatrick, Marketing, University of Waikato, Hamilton, New Zealand</td>
</tr>
<tr>
<td>11:00-11:30</td>
<td>Room 2: Management of Egyptian Non-Goverment Organizations Mary Ayad, Department of Business Law Department of Corporate Governance and Accounting, Macquarie University, Marsfield, Australia</td>
</tr>
<tr>
<td>11:35-12:05</td>
<td>Room 3: Adverse Stock Market Reactions to Companies Facing Difficult Industry Conditions Carry Out Unrelated Diversification: An Organizational Learning Perspective Daniel A. Cernas Ortiz, Department of Management, University of North Texas, Denton, USA</td>
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<td>Room 3: Managing the Ambiguity of Vocational Knowledge: From Evidence-Based to Evidence-Reflected Organizational Practice Christian Lystbaek, Institute of Business and Technology, Herning, Denmark</td>
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<td></td>
<td>Room 3: Managing the Ambiguity of Vocational Knowledge: From Evidence-Based to Evidence-Reflected Organizational Practice Christian Lystbaek, Institute of Business and Technology, Herning, Denmark</td>
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** Thursday, 16 June**

9:00-9:35
PLENARY SESSION – Juan Iranzo, University UNED, Madrid, Spain
A New Structural Reality

9:35-10:10
PLENARY SESSION – Raphael Heraief, Ucalenda, Lausanne, Switzerland
University 3.0

10:10-10:25
COFFEE BREAK

10:25-12:05
PARALLEL SESSIONS
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<tr>
<td>10:25-10:55</td>
<td>Effect of Culture on Managing Brands in India&lt;br&gt;Dr. Nilanjan Sengupta, Dr. Mousumi Sengupta, PGDM, SDM Institute for Management Development, Mysore, Mr. Bodhisatta Bhattacharyya, SITAR, SITAR (A Government of India Society), Bangalore, India&lt;br&gt;Overview: The paper explores the effect of culture on managing global brands in India by investigating branding strategies of a number of MNCs in Indian context.&lt;br&gt;Stream: Clients, Customization, Markets</td>
<td>The Organizational Climate, Job Involvement and Organizational Trust with Knowledge Management Culture: Educational System in Iran&lt;br&gt;Dr Shafiepoor Motlagh, Department of Education, Islamic Azad University, Mahallat Branch, Mahallat, Dr Mohammad H Yarmohammadian, Educational Administration, Islamic Azad University, Khorasgan Branch (Isfahan), Isfahan, Iran (Islamic Republic of)&lt;br&gt;Overview: Examining the model of the relationship between organizational climate, job involvement, organizational trust with knowledge management culture.&lt;br&gt;Stream: Organizational Culture, Organizational Change, Business Ethics</td>
<td>New Zealand Health Care: Baby Boomers as Agents of Change&lt;br&gt;Dr Mary FitzPatrick, Marketing, University of Waikato, Janet Davey, Department of Marketing and Strategy and Human Resource Management, The University of Waikato, Caitlin Hewinson, Marketing, University of Waikato, Hamilton, New Zealand&lt;br&gt;Overview: Research indicates that NZ health care organisations must revise conventional models of health care provision to meet the unique needs of NZ baby boomers as a distinct cohort of consumers.&lt;br&gt;Stream: Clients, Customization, Markets</td>
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<td>11:00-11:30</td>
<td>The Efficacy of Celebrity Endorsement Advertisements and its Impact upon Consumers' Brand Preference and Purchase Decisions: An Indian Perspective&lt;br&gt;Sujata Khandai, Marketing Department, I.T.S - Management &amp; IT Institute, Dr Bhawna Agrawal, General Management, IILM Institute for Higher Education, New Delhi, India&lt;br&gt;Overview: A study to determine the impact of celebrity endorsement ads on brand preference and purchase intention of consumers across India and USA.&lt;br&gt;Stream: Clients, Customization, Markets</td>
<td>A Deep Diagnosis of Causes of Problems in Public Administration Based on the Theory of Constraints&lt;br&gt;Sabina Klimentova, Service Science &amp; Innovation Innovation Management: Organisation &amp; People, Public Research Centre Henri Tudor, Thierry Hirtz, Service Science and Innovation Innovation Management: Organisation and People, Public Research Centre Henri Tudor, Luxembourg, Luxembourg&lt;br&gt;Overview: This study introduced a deep diagnosis of causes of problems in public administration. It is based on the theory of constraints made between 2006 and 2010 within 12 administrations.&lt;br&gt;Stream: Organizational Culture, Organizational Change, Business Ethics</td>
<td>Green Marketing and Consumer Decision Making: Evidence of Pertamina Biofuels Indonesia&lt;br&gt;Rizky Ramadhan, Martha Fani Cahyandito, Department of Management and Business, Universitas Padjadjaran, Bandung, Indonesia&lt;br&gt;Overview: This study examines the influence of green marketing strategy to customer buying interest and decision making for biofuel product.&lt;br&gt;Stream: Organizational Culture, Organizational Change, Business Ethics</td>
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<td>11:35-12:05</td>
<td>New Zealand Health Care: Baby Boomers as Agents of Change&lt;br&gt;Dr Mary FitzPatrick, Marketing, University of Waikato, Janet Davey, Department of Marketing and Strategy and Human Resource Management, The University of Waikato, Caitlin Hewinson, Marketing, University of Waikato, Hamilton, New Zealand&lt;br&gt;Overview: Research indicates that NZ health care organisations must revise conventional models of health care provision to meet the unique needs of NZ baby boomers as a distinct cohort of consumers.&lt;br&gt;Stream: Clients, Customization, Markets</td>
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Garden Conversation: Juan Iranzo, Raphael Heraief

12:05-12:50 LUNCH

12:50-13:35 TALKING CIRCLES (Streams listed below)

Room 1 Stream: Knowledge and Knowledge Management & Technologies
Room 2 Stream: Organizational Culture, Organizational Change, Business Ethics & Human Resources
Room 3 Stream: Communications, Collaborative Cultures, Teams & Networks
Room 4 Stream: Leadership, Decision Making & Learning Organizations, Education, Training
Room 5 Stream: Diversity, Globalization, Development & Clients, Customization, Markets
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<th>Room 1</th>
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| **Organisational Adoption of Knowledge Intensive Virtual Collaboration in the Resources Sector: A Grounded Theory Investigation**  
Byron B. Ramsey, Dr John R. Venable, School of Information Systems, Curtin University of Technology, Perth, Australia  
Overview: This work describes the conduct and findings of a grounded theory investigation of organisational adoption of Knowledge Intensive Virtual Collaboration in the resources sector.  
Stream: Communications, Collaborative Cultures, Teams |   |   |
| **Differentiating the Effects of Culture from Societal and Economic Factors in International Collaborations between Hong Kong and Mainland Chinese Businesses**  
Dr. Tina Barnes, WMG, University of Warwick, Coventry, UK  
Overview: This paper addresses the nature of cultural evolution through the hybrid business culture of Hong Kong, distinguishing the influences of culture from those associated with other societal and economic factors.  
Stream: Communications, Collaborative Cultures, Teams | **Promoting Diversity Initiatives in Non-Profit Organizations: Strategies for Implementation**  
Dr. Beatrice Gibbons, Department of Organizational Studies School of Communications and Information Systems, Robert Morris University, Pittsburgh, USA  
Overview: This case study identifies components of effective diversity plans and offers implementation guidelines for all non-profit organizations, specifically community organizations, universities and performing arts groups.  
Stream: Diversity, Globalization, Development | **Management, Strategy and TV Business Models: The Portuguese Case**  
Dr. Paulo Faustino, Communication Studies, Portuguese Case Business Models: The  
Overview: This paper aims to identify business concept trends and models for the three players operating in the Portuguese free-to-air broadcasting market in order to allow in-depth understanding of this industry.  
Stream: Diversity, Globalization, Development |
| **The Digital Divide: Impediment to Equal Participation in the World Economy**  
Dr. Hossein Varamini, Department of Business, Dr. Cristina Ciocirlan, Elizabethtown, USA, Dena Memari, Amirkabir University of Technology, Tehran, Iran (Islamic Republic of)  
Overview: The paper examines the role of social media in widening the gap between the technological haves and the have-nots. It presents recommendations to minimize the effect of the digital divide.  
Stream: Diversity, Globalization, Development | **The Challenges of Multicultural Diversity in Higher Education: Enhancing Student Success**  
Dr. Lillie Lum, Faculty of Health, York University, Toronto, Canada  
Overview: This paper considers questions of organizational change and multicultural higher education from the perspective of complexity theory.  
Stream: Learning Organizations, Education, Training | **Influences on Student Retention at University: Exogenous and Endogenous Factors**  
Dr Lymie Leveson, Dr Terri Joiner, Dr Nicola McNeil, School of Management, La Trobe University, Melbourne, Australia  
Overview: Study examines the factors which influence the future study intentions of first year university students and concludes that in addition to certain internal/academic factors, external factors were important as well.  
Stream: Learning Organizations, Education, Training |
| **Education under Siege: Transcending the Industrialisation Paradigm**  
Dr Patrick Bradbery, Institute of Land, Water and Society, Charles Sturt University, Bathurst, Australia  
Overview: Traditional approaches to learning have not supported learning organisations. Conventional wisdom regarding learning is challenged. Models of learning that transcend the industrial paradigm are presented as keys to necessary changes.  
Stream: Learning Organizations, Education, Training |   |   |
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<th>Time</th>
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<tr>
<td>13:40</td>
<td>The Robustness of the Competing Values Framework in Signalling Areas for Leadership Development and/or a Cultural Shift&lt;br&gt;<strong>Prof. Sanjana Brijball Parumasur,</strong> School of Management Faculty of Management Studies College of Law and Management Studies, <strong>Dr. Patsy Govender,</strong> School of Management Faculty of Management Studies College of Law and Management, University of KwaZulu-Natal, Westville Campus, Durban, South Africa&lt;br&gt;<strong>Overview:</strong> This paper uses the Competing Values Framework to assess leadership roles and determine the need for leadership development and/or for a cultural shift. <strong>Stream:</strong> Organizational Culture, Organizational Change, Business Ethics</td>
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<td>14:15</td>
<td>Building a Collaborative Organizational Culture: The Importance of Employee Commitment, Perceived Organizational Support and Consciousness&lt;br&gt;<strong>Dr Terri Joiner,</strong> <strong>Dr Lynne Leveson,</strong> School of Management, La Trobe University, Melbourne, Australia&lt;br&gt;<strong>Overview:</strong> This study investigates the influence of the dispositional factor conscientiousness on employee commitment and perception of organizational support. <strong>Stream:</strong> Organizational Culture, Organizational Change, Business Ethics</td>
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<tr>
<td>14:50</td>
<td>Entrepreneurship, Organizational Culture and Innovation in Greek Organizations: A Preliminary Study&lt;br&gt;<strong>Dr Christos Nicolaides,</strong> <strong>Georgia Kosta,</strong> Department of Accounting and Finance, University of Macedonia, Thessaloniki, Greece&lt;br&gt;<strong>Overview:</strong> The paper first reviews the literature of entrepreneurship, organizational culture and innovation and second, focuses on Greek organizations' entrepreneurial and organizational attitudes. <strong>Stream:</strong> Organizational Culture, Organizational Change, Business Ethics</td>
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**Room 4**

**Room 5**

**Room 6**

**Academic Managers or Leaders? Developing a New Paradigm of Academic Leadership for University Organisation<br>**Norzaini Azman,** Education Research Institute, **Prof. Ibrahim Komoo,** LESTARI and SEADPRI, **Abdul Halim Sharina,** Universiti Kebangsaan Malaysia, Bangi, Malaysia<br>**Overview:** This paper presents an integrated and systematic conception of academic leadership identity and roles. A holistic academic leadership and management model is proposed with its implications on organisational structure. **Stream:** Learning Organizations, Education, Training |

**Management by Instruction versus Management by Value in Russia: Pros and Cons<br>**Prof. Natalia Guseva,** Management Department Higher School of Economics, State University, Moscow, Russian Federation<br>**Overview:** The paper examines the pros and cons of conceptual management approaches MBI and MBV in Russia. A new model of effective management in Russia is proposed based on the study. **Stream:** Organisational Culture, Organisational Change, Business Ethics |
| Room 1 | Making Progress toward an Effective Disability Management Framework  
Sylvie Lalonde, Defence Research and Development Canada, Department of National Defence, Ottawa, Canada  
Overview: The present study examined organizational policies and practices as they relate to the accommodation of employment-related needs for persons with disabilities.  
Stream: Other or Stream Unspecified |
|---|---|
| Room 2 | Second Language Acquisition Proficiency Levels and Intercultural Awareness to Succeed in the Global Market: Inter-Dynamics Affecting Higher Education and the Business Community  
Dr. Graciela Helguero-Balcells, Teacher Education, Florida Atlantic University, Boca Raton, Dr. Lucia Buttaro, School of Education, Adelphi University, Garden City, USA  
Overview: As global markets are increasing there is an urgency for professionals to gain a second or third language coupled with cultural understanding both socially and within the business context.  
Stream: Diversity, Globalization, Development |
| Room 3 | The Place of Palliative Care in the Management and Leadership of Organizations  
Prof. Keith Walker, Educational Administration and Johnson Shoyama Graduate School of Public Policy, University of Saskatchewan, Saskatoon, Canada  
Overview: This workshop uses language associated with hospices, cancer wards, and wellness centres to describe organizations. In organizations where pain and suffering are acknowledged, what does leading and managing look like?  
Stream: Learning Organizations, Education, Training |
| Room 4 | Cooperation among Enterprises and Scientific Research Institutions: Theory and Practice in the Polish Economy  
Dr. Daniel Gach, The Department of Management, Cracow University of Economics, Krakow, Poland  
Overview: In this paper, an attempt to draw up a model for developing the process of cooperation between enterprise and scientific research institutions will be undertaken.  
Stream: Organizational Culture, Organizational Change, Business Ethics |
| Room 5 | Hybrid Clouds: Balancing Risks and Benefits  
Dr. Peter Géczy, Dr. Noriaki Izumi, Dr. Kōiti Hasida, AIST, Tokyo, Japan  
Overview: Hybrid clouds enable balanced approach to risks and benefits, yet their studies are scarce. We present essential treatment of hybrid cloud systems and highlight strategies for their beneficial adoption.  
Stream: Technologies |
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<th>Session Description</th>
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| 9:35-10:10 | **PLENARY SESSION** – Robert Hatfield, Western Kentucky University, Bowling Green, USA  
Enhancing Collegiality                                                                                                                       |
| 10:10-10:25 | **COFFEE BREAK**                                                                                                                                      |
| 10:25-12:05 | **PARALLEL SESSIONS**                                                                                                                                  |
| Room 1     | **To Understand South Africa You Must Understand the History of South Africa**  
Elizabeth Ball, Management, Marketing and Administrative Systems Department, Tarleton State University, Stephenville, Thomas Hughes, Moore School of Business, University of South Carolina, Columbia, USA  
Overview: First hand description of a visit to the townships in Cape Town, South Africa.  
Stream: Organizational Culture, Organizational Change, Business Ethics  |
| Room 2     | **Spaceprints: An Ontological and Pragmatic Investigation of the Shape of Infinity - Towards a New Paradigm in the Management of Spatial Perception**  
Dr. Peter Magyar, Department of Architecture, Kansas State University, Manhattan, USA  
Overview: Surface drawings depict solid and void simultaneously. Applied for (architectural) design practice, research and education, provides a new tool for analysis, articulation and classification of spatial structures.  
Stream: Learning Organizations, Education, Training  |
| Room 3     | **When Do Procedural and Distributive Justice Interact to Influence Contextual Performance?**  
Assoc. Prof. Chi-Tung Tsai, Wen-Wei Tseng, Yao-Chin Wang, Graduate Institute of Human Resource Management, National Changhua University of Education, Changhua, Taiwan  
Overview: We propose a three-way interaction effect model based on sense-making perspective to clarify when distributive and procedural justice interaction influences contextual performance.  
Stream: Leadership, Decision Making  |
|            | **Using Facilitated Group Decision Software to Enhance Procedural Justice to Improve Knowledge Sharing**  
Parmjit Kaur, Strategy and Management, Dr. Ashley Carreras, Marketing, De Montfort University, Leicester, UK  
Overview: Using a novel methodology, causal mapping aided by group decision software, enhances knowledge sharing in focus group workshops.  
Stream: Learning Organizations, Education, Training  |
|            | **Increasing the Organisational Performance and Performance Intent of Managers in Kenyan Public Enterprises**  
Dr. Nyambura Koigi, Board of Directors, Kenya Post Savings Bank, Nairobi, Kenya, Prof. Cecil Arnolds, Business School, Nelson Mandela Metropolitan University, Port Elizabeth, South Africa  
Overview: The present study investigates the influence of leadership styles and personality characteristics on the organisational effectiveness (organisational performance and performance intent of managers) of Kenyan public enterprises.  
Stream: Leadership, Decision Making  |
### FRI PARALLEL SESSION

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| 10:25-10:55| Are You Ready for Virtual Teams: Capacity, Institutional Culture and Infrastructure?  
**Prof Marie Kavanagh, Ms Natasha Levak, Faculty of Business, University of Southern Queensland, Brisbane, Dr Leisa Sargent, Faculty of Business and Economics, University of Melbourne, Melbourne, Dr Donella Caspersz, Faculty of Business, University of Western Australia, Perth, Australia**  
*Overview:* This workshop will enable participants to reflect on their capacity as an academic to engage students in virtual team learning.  
**Dr. Jena Švarcová, Tomas Bata University, Dr. Zuzana Dohnalová, Department of Economics Faculty of Management and Economics, Tomas Bata University in Zlín, Zlín, Czech Republic**  
*Overview:* Research among students of secondary schools in the Czech Republic shows that future generations would choose another profession than required by the job market.  
*Stream:* Human Resources | Garden Conversation |
| 11:00-11:30| Communicating Organizational Change Equitably: Emphasizing Global Identity versus Local Identity  
**Dr. Mirit Shoham, School of Communication Studies, Ohio University, Athens, USA**  
*Overview:* This paper highlights the importance of maintaining a collective organizational identity especially during times of change. This means communicating all facets of the change itself to all organizational counterparts.  
*Stream:* Communications, Collaborative Cultures, Teams | Continuous Organizational Change and Burnout  
**Gary Rees, Department of Human Resource and Marketing Management, Portsmouth University, Portsmouth, UK**  
*Overview:* This paper explores the links between constant organizational change and burnout on an organizational scale by using conceptual analysis and survey research.  
*Stream:* Organizational Culture, Organizational Change, Business Ethics | Responsible Leadership in Practice  
**Dr. Cheryl Rodgers, Portsmouth Business School, University of Portsmouth, Portsmouth, UK**  
*Overview:* Exploring the Role, Perception and Impacts of Responsible Leadership in UK Universities.  
*Stream:* Leadership, Decision Making |
| 11:35-12:05|  |  |  |
| 12:05-12:50| LUNCH |  |  |
| 12:50-14:30|  |  |  |

### Room 1

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**Prof. Ola Busari, Knowledge Management, Centurion, Xolani Ngonini, M and E and Integration, Trans-Caledon Tunnel Authority, South Africa**  
*Overview:* With a strategy map reflecting the organization’s three strategic themes, the emergent performance indicators focus on those aspects of corporate performance that are most critical for competitive success.  
*Stream:* Organisational Culture, Organisational Change, Business Ethics | Academic Culture of the Faculty of Psychology: Viewpoints of Students  
**Dr. Winarini Mansoer, Faculty of Psychology, Universitas Indonesia, Depok, Indonesia**  
*Overview:* This study examined the academic culture perceived by undergraduate and postgraduate students at the Faculty of Psychology Universitas Indonesia and its implications for practice.  
*Stream:* Organizational Culture, Organizational Change, Business Ethics |
<p>| 13:25-13:55|  |  |
| 14:00-14:30|  |  |</p>
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| 12:50-13:20| **An Appreciative Inquiry of the Creation and Implementation of E-Portfolios: A Strategic Tool for Learning and Evaluation**  
*Dr. Bob Barrett*, School of Business, American Public University, Falling Waters, USA  
**Overview:** This presentation takes an appreciative inquiry approach with the design and creation of e-Portfolios. It examines how e-Portfolios can be used for career development and assessment.  
**Stream:** Learning Organizations, Education, Training  
**The Educational Efficiency of Employing a Three-Tier Model of Academic Supports: Providing Early, Effective Assistance to Students Who Struggle**  
*Dr. Jane Owen*, Department of Educational Leadership and Technology West College of Education, Midwestern State University, Wichita Falls, USA  
**Overview:** The special education program as traditionally designed has grown too costly and unwieldy to maintain. A Three-Tier Model of Academic Supports can effectively meet the needs of struggling students.  
**Stream:** Learning Organizations, Education, Training  
**Workforce Experience as a Source of Knowledge Transfer**  
*Dr. James Owen*, Dillard College of Business Administration Economics and Finance Department, Midwestern State University, Wichita Falls, USA  
**Overview:** Baby boomer retirements are approaching in the United States, especially within government ranks. Can we use this knowledge to supplement university degrees?  
**Stream:** Learning Organizations, Education, Training |
| 13:25-13:55| **Psychological Climate as Mediating Factor between Leadership Style and Readiness for Change: A Case Study at Several Government-Owned Universities in Indonesia**  
*Alice Salendu*, Department of Industrial and Organization Psychology Faculty of Psychology, University of Indonesia, Depok, Indonesia  
**Overview:** This paper examines organizational change in government-owned universities in Indonesia. It discusses the role of leadership style, psychological climate and their impact on faculty members' readiness for change.  
**Stream:** Leadership, Decision Making  
**Knowledge Management in Project-Based Organisations: An Investigation of Levers of Action**  
*Dr. Sabrina Loufrani-Fedida*, Research Center GREDEG UMR CNRS 6227, University of Nice-Sophia Antipolis, Nice, France,  
*Dr. Stephanie Misonier*, Management, HEC Lausanne, Lausanne, Switzerland  
**Overview:** Based on a qualitative study undertaken within four project-based organisations, our aim is to highlight the levers of knowledge management so that knowledge and projects can be jointly managed efficiently.  
**Stream:** Knowledge and Knowledge Management  
**The United States Intelligence Community: Towards a Framework for Understanding, Culture, Knowledge, and Understanding in Times of Global Change**  
*Dr Michael McKinley*, School of Politics and International Relations Research School of Social Sciences College of Arts and Social Sciences, Australian National University, Canberra, Australia  
**Overview:** This paper establishes the determining influences on US intelligence Community, and their collective consequences upon analysis, produce what is, ultimately, the intelligence which informs US strategy and global political action.  
**Stream:** Knowledge and Knowledge Management |
| 14:00-14:30| **Gender Discrimination: Its Effect on Employee Performance and Productivity**  
*Abdul Hameed*, Department of Management Sciences,  
*Dr. Qaisar Abbas, Aamer Waheed*, Management Sciences, COMSATs Institute of Information Technology, Islamabad, Pakistan  
**Overview:** The purpose of this study is to contribute towards important factors and dimensions of gender discrimination which are responsible for the affect on employee performance/Productivity.  
**Stream:** Human Resources  
**Human Resource Development for Transition from Fundamentalism to Liberalism**  
*Dr. Mohammad Essawi*, Al-Qasemi Academic College of Education, Baqa El-Gharbieh, Israel  
**Overview:** An innovative approach to HRD is suggested. HRD requires a change of organizational culture based on a shared core of universal values.  
**Stream:** Human Resources  
**Effecting Health Human Resource Change through a Needs-Based Model: Theory versus Practice**  
*Dr. Stephen Tomblin*, Memorial University of Newfoundland, St. John’s,  
*Gail Tomblin-Murphy*, Nursing at Dalhousie, World Health Organization’s Collaboration Centre, Canada  
**Overview:** In the past much of the Health Human Resource (HHR) discourse over needs-based forecasting and governance has been more prescriptive than descriptive.  
**Stream:** Human Resources |
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<td>Room 5</td>
<td>The Role of Employee Job Satisfaction and Workplace Well Being to Individual Readiness for Change</td>
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<td>Dr. Wilman Dahlain Mansoer, The Faculty of Psychology, University of Indonesia, Wustari Mangundjaya, Work and Organizational Psychology, University of Indonesia, Jakarta, Indonesia</td>
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<td>Overview: This paper will discuss the role of job satisfaction and workplace well being on individual readiness to change. Stream: Organisational Culture, Organisational Change, Business Ethics</td>
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<td>Room 6</td>
<td>Monitoring Staff Satisfaction: Regarding the Implementation of Problem-Based Learning at a School of Nursing at a South African University</td>
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<td>Dr. Eunice Seekoe, Nursing Sciences, Faculty of Science and Agriculture, University of Fort Hare, East London, South Africa</td>
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<td>Overview: The School of Nursing at a South African University identified the need to change their teaching and learning approach having considered the imperatives within the broader environmental context. Stream: Learning Organisations, Education, Training</td>
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<td>14:30-14:45</td>
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<td>14:45-15:50</td>
<td>PARALLEL SESSIONS</td>
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<td>Room 1</td>
<td>Major Changes to Leadership, Management, and Organizational Structure: The Case of the European University of Tirana</td>
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<td>Dr. Teuta Dobi, European University of Tirana, European University of Tirana, Tirana, Albania</td>
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<td>Overview: The European University of Tirana’s project for major changes to its leadership, management, and structure is bringing about and sustaining transformational and lasting change. Stream: Leadership, Decision Making</td>
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<td>Room 2</td>
<td>Managing Ecotourism in Central America</td>
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<td>Prof. Camilo Rosales, College of Architecture + The Arts, Florida International University, Miami, USA</td>
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<td>Overview: Ecotourism, as nature-based tourism deals with a myriad of regulations. Managing ecotourism requires a holistic approach involving knowledge, culture, and change. Stream: Learning Organisations, Education, Training</td>
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**Room 3**

**A Timed-Plan, Do, Check and Act Concept for Innovation Workers**  
*Dr. Rikio Maruta*, Sangikyo Corporation, Yokohama, Japan  
**Overview:** Both improving performance of knowledge workers and transforming knowledge workers into innovation workers are achievable with a Timed-Plan, Do, Check and Act concept newly introduced.  
**Stream:** Technologies

**Room 4**

**New Researchers, Global Times: The Quest for Relevance in South African Visual Arts Studies**  
*Prof. Elfriede Dreyer*, Department of Visual Arts, University of Pretoria, Pretoria, South Africa  
**Overview:** In post-apartheid academia, a new generation of multicultural researchers with non-western backgrounds have emerged, posing new challenges to academics as promoters.  
**Stream:** Diversity, Globalization, Development

**Room 5**

**Educating for the 21st Century: Developing Responsible Global Leaders**  
*Dr. Corinne Young*, University for PEACE, Saint Leo University, Clearwater, USA  
**Overview:** This aims to begin to engage faculty in the participation and development of the “new” models for faculty training.  
**Stream:** Learning Organisations, Education, Training

<p>| 15:55-16:25 | CONFERENCE CLOSING - HOMER STAVELY, COMMON GROUND, USA |</p>
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<td>Abdulaziz Alazemi</td>
<td>Kuwait University</td>
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<td>Hermina Albunesa</td>
<td>Institution of Prefect</td>
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<td>Cecil Arnolds</td>
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<td>Mary Ayad</td>
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<td>Norzaini Azman</td>
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<td>Elizabeth Ball</td>
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<td>Anne Susan Hampton</td>
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<td>Sidney E. Harris</td>
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<td>Judy Hemming</td>
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2011 CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT EVALUATION FORM

We appreciate you taking the time to complete this evaluation form. Your feedback will assist us in planning future conferences. Circle numbers when rating the conference. Please also include comments with specific feedback relating to each of the questions.

This evaluation can also be found at http://ontheorganization.com/conference-2011/evaluation/.

1. HOW DID YOU FIND OUT ABOUT THE MANAGEMENT CONFERENCE?
   [ ] Web search
   [ ] Email
   [ ] Printed brochure or poster
   [ ] A colleague
   [ ] Other. How? ........................

2. CONFERENCE THEMES, SCOPE AND CONCERNS
   How relevant do you consider the focus of the conference to be?

   Rate on a scale of 1 to 5, where 1 is least relevant and 5 is most relevant.

   Comments:

3. PROGRAM CONTENT
   How would you rate the general standard of the various kinds of presentation sessions during the conference?

   Rate on a scale of 1 to 5, where 1 is lowest and 5 is highest.

   Comments:

4. THE ONLINE EXPERIENCE
   How did you experience the conference website, the call for papers, the online registration forms and the paper submission processes?

   Rate on a scale of 1 to 5, where 1 is lowest and 5 is highest.

   Comments:
5. COMMUNICATIONS
How have you experienced our communications before and during the conference?
Rate on a scale of 1 to 5, where 1 is lowest and 5 is highest.

6. THE LOCATION AND VENUE
Rate on a scale of 1 to 5, where 1 is lowest and 5 is highest.
Comments:

7. WHAT WERE THE HIGH POINTS OF THE CONFERENCE?

8. PLEASE SUGGEST ANY CHANGES OR IMPROVEMENTS YOU WOULD LIKE US TO MAKE AT FUTURE CONFERENCES.

9. OVERALL ASSESSMENT
Rate on a scale of 1 to 5, where 1 is lowest and 5 is highest.
Comments:

10. ANY OTHER COMMENTS OR SUGGESTIONS

OPTIONAL:
Name:
Address:
Email:

Thank you for completing this evaluation form as it will help us with our conference planning in the future.

PLEASE TEAR OUT THIS PAGE AND LEAVE IT AT THE CONFERENCE REGISTRATION DESK, OR MAIL, FAX OR SCAN/EMAIL TO:
Common Ground Publishing
University of Illinois Research Park
2001 South First Street, Suite 201
Champaign, IL 61820 USA
Fax: +1-217-328-0435
Email: support@ontheorganization.com
BUILDING KNOWLEDGE COMMUNITIES
THE KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT KNOWLEDGE COMMUNITY

At a time when knowledge communities are being redefined and disciplinary boundaries challenged, Common Ground aims to develop innovative spaces for knowledge creation and sharing. Through our conferences, journals and online presence we attempt to mix traditional face-to-face interaction with new ‘social web’ technologies. This is a part of our attempt to develop new modes of deliberation and new media for the dissemination of ideas. Common Ground is founded upon and driven by an ambitious research and knowledge design agenda, aiming to contest and disrupt closed and top-down systems of knowledge formation. We seek to merge physical and online communities in a way that brings out the strengths in both worlds. Common Ground and our partners endeavour to engage in the tensions and possibilities of this transformative moment. We provide three core ways in which we aim to foster this community.

PRESENT
You have already made the first step and are in attendance. We hope this conference provides a valuable source of feedback for your current work and the possible seeds for future individual and collaborative projects. We hope your session is the start of a conversation that continues on past the last day of the conference.

PUBLISH
We also encourage you to publish your paper in The International Journal of Knowledge, Culture and Change Management. In this way, you may share the finished outcome of your presentation with other participants and members of the Management Community. You also have access to the complete works of the Management Journal in which the published work of participants from the conference who submitted papers may be found.

ENGAGE
Each conference presenter is provided a personal CGPublisher website with public and private spaces where you are able to:

The Public View
- Post your photo, biography and CV.
- Make your contact details public (or keep them private for access only by publishers and collaborators, if you like).
- Maintain a personal diary or weblog.
- Make links to other sites of personal interest.
- Have a bookstore where your published works appear.
- Have full access to the HTML and CSS so you may change the look and feel of your site (advanced users).

The Private View
- Manage your personal website.
- Use a secure, private digital storage space where you may create and store your works-in-progress.
- Create a space where collaborators (joint creators, secondary contributors and publishers) may be invited to access and comment on your works-in-progress.
- Keep a record of version development (keeping each successive draft, as well as a copy of the final work that becomes a published edition until you start working on new drafts towards a new edition).
- Keep a record of messages connected to each work, mirrored in emails and capturing incoming emails.

CONFERENCE ON KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT COMMUNITY FUTURE DIRECTIONS

We encourage anyone interested in hosting the Management Conference, or who has ideas for locations and themes for upcoming conferences, to discuss these possibilities with members of Common Ground, either at the conference or via email at support@ontheorganization.com. We feel it is of critical importance that the trajectory and movement of the community emerges from the community itself.

COMMON GROUND: OUR PHILOSOPHY

Common Ground is committed to building dynamic knowledge communities that meet regularly in face-to-face interaction connect in a virtual community of web spaces, blogs and newsfeeds, and publish in fully refereed academic journals. In this way, we are bringing to the forefront our commitment to explore new ways of making and disseminating academic knowledge. We believe that the Internet promises a revolution in the means of production and distribution of knowledge, a promise, as of yet, only partially realised. This is why we are working to expand social and technical frontiers in the production of text, so that academic publishing gains the immediacy, speed and accessibility of the web whilst nevertheless maintaining—and we would hope enhancing—the intellectual standards of legacy peer refereed journals. To support these kinds of emerging knowledge communities, Common Ground continues to have an ambitious research and development agenda, creating cutting edge ‘social web’ technologies and exploring new relationships of knowledge validation.

CONFERENCES
Common Ground conferences are intellectually and discursively open places. They connect the global with the local. They encourage people to speak in as many ways as possible. They attempt to find ways to include people regardless of whether or not they are able to attend in person. They turn otherwise ephemeral conversations into formal knowledge, leading to systematic refereeing by the peer community and publication in an academic journal.
CONNECTING THE GLOBAL WITH THE LOCAL
Common Ground conferences connect with different host universities and local communities each year, seeking fresh perspectives on questions of global concern. In recent years, we have worked with a wide range of educational institutions including (to list just a few): Beijing Normal University; The Australian National University; The University of London; The Institute for Pedagogical Sciences, Cuba; University of California, Los Angeles; The University of Cambridge, UK; The University of Carthage, Tunisia; Columbia University, New York; Singapore Management University; McGill University, Montreal; The University of Edinburgh, Scotland; and New York University in New York City. At conference sites, we bring the global to the local—academics, researchers and practitioners from around the world gather to discuss conference topics. At the same time, we also bring the local to the global, as local academics and community leaders speak from the perspective of local knowledge and experience.

WAYS OF SPEAKING
Our conferences encourage people to converse in as many ways as possible.
- Plenary presentations by some of the world’s leading thinkers are followed by ‘garden conversation’ sessions, a circle of chairs where an extended conversation may be had with plenary speakers.
- Thematically defined ‘talking circles’ at the beginning of the conference encourage people to meet each other and discuss their reasons for being at the conference. The group meets again near the end of the conference to reflect on the most striking ideas emerging from the discussions, and to report back agenda items for future conferences in the closing session.
- Thirty-minute paper sessions provide participants the opportunity to make a formal 15-minute presentation on their intellectual work, be that research, theory, practice or aesthetic work, followed by 15 minutes of audience interaction.
- Sixty-minute workshop sessions involve extensive interaction between presenter and participants around an idea or hands-on experience of a practice.
- Ninety-minute colloquium sessions consist of five or more short presentations with audience interaction.

The range and breadth of conversational opportunities reflects Common Ground’s belief that each conference belongs ultimately to its participants.

WAYS OF JOINING THE CONVERSATION
We try to make sure that our conferences do not exclude people who cannot afford to travel or who are unable to travel at the time of the conference. Virtual participation means that a participant may submit a paper for possible publication in the journal, take part in the peer referee process, and access the conference content, published at the journal website, through the journal subscription that comes with conference registration. For graduate students, we have a Graduate Scholar Award, in which they are granted a fee waiver, present a paper and are presented an award in return for chairing parallel sessions at the conference.

TURNING CONVERSATIONS INTO FORMAL KNOWLEDGE
All too often, ideas circulating at conferences disappear into the ether once they have been uttered. People and their ideas are often hard to tie down during the conference and even harder to track down afterwards. For Common Ground, the conference is just one step in a formal knowledge-making process, from presentation proposal, to presentation and audience feedback, to submission and peer refereeing in a formal journal process. This is how the conference becomes an integral part of a systematic, dynamic and open academic knowledge-making ecology.
THE KNOWLEDGE, CULTURE AND CHANGE MANAGEMENT COMMUNITY ONLINE

The Conference on Knowledge, Culture and Change Management Community has a strong online presence via our blog, email newsletter and social networking sites. The blog and links to Facebook, Twitter, Flickr and our YouTube playlist can be found at http://ontheorganization.com/.

EMAIL NEWSLETTER

The email newsletter will be sent to all conference participants. Please send suggested links for news items with a subject line ‘Email Newsletter Suggestion’ to support@ontheorganization.com.

FACEBOOK


TWITTER

You can now follow the Management Community on Twitter: http://twitter.com/theorganisation.

FLICKR

View and share pictures from the Management Conference at our Flickr site: http://www.flickr.com/groups/managementconference/.

YOUTUBE CHANNEL

View Online presentations can be found on our YouTube channel http://theorganisation.com/wp-content/plugins/youtube-uploader/action.php?action=list.

CREATE A YOUTUBE PRESENTATION

Whether you are presenting at this conference, or are a virtual participant, we encourage all participants to present on the Management Conference YouTube playlist. Here are two suggestions:

1. Record a video of your presentation before or after the conference, or ask a colleague to record a video of your presentation at the conference, and then submit it to our YouTube channel.
2. Create a PowerPoint presentation with voice-over before or after the conference, or record the audio of the presentation at the conference, then link this to the PowerPoint presentation.

These presentation recordings will be published to YouTube with a link to your session description on the conference website, and (if your paper is accepted to the journal), a link to the abstract of your paper on the journal website.

For instructions on how to create and upload these presentations, visit the conference website at http://ontheorganization.com/conference-2011/online-presentations/.
ABOUT THE JOURNAL

The International Journal of Knowledge, Culture and Change Management examines the nature of the organization in all its forms and manifestations: businesses, from micro-enterprises to multinational corporations; institutions of formal learning, from pre-schools to universities; public sector agencies; and non-government and community sector organizations. Its concern also extends beyond the boundaries of organizations to consider the dynamics of supply chains, organizational alliances, networks, communities of practice and capacity building. Across all of these contexts, a pragmatic focus persists—to examine the ‘organization’ and ‘management’ of groups of people collaborating to productive ends, and to analyze what makes for success and sustainability.

EDITORS

Bill Cope, University of Illinois, Urbana-Champaign, USA
Mary Kalantzis, University of Illinois, Urbana-Champaign, USA

OPEN PEER REVIEW

The International Journal of Knowledge, Culture and Change Management is a fully peer reviewed scholarly journal, one of approximately twenty-four academic journals published by Common Ground. Common Ground’s approach to peer review is open and inclusive. Instead of being dominated by the exclusive academic hierarchies represented by many traditional editors and their networks, Common Ground journals build lateral knowledge communities. Our referee process is criterion-referenced, and referees are selected on the basis of subject matter and disciplinary expertise. Ranking is based on clearly articulated criteria. The result is a refereeing process that is scrupulously fair in its assessments. At the same time, the process offers a carefully structured and constructive contribution to the shape of the published paper.

INTELLECTUAL EXCELLENCE

The result of our peer-review process is a publishing method which is without prejudice to institutional affiliation, stage in career, national origins, or disciplinary perspective. If the paper is excellent, and has been systematically and independently assessed as such, it will be published. This is why Common Ground journals have such a vast amount of exciting new material. Much of the content originates from well known research institutions, but a considerable amount material comes from brilliantly insightful and innovative academics in lesser known institutions in the developing world, emerging researchers, people working in hard-to-classify interdisciplinary spaces, and researchers in liberal arts colleges and teaching universities. In recognition of the highest levels of excellence, an international prize is awarded annually for the top-ranked paper in each journal.

ACCESSIBILITY

Common Ground is developing a low-cost commercial approach to academic publishing. We believe there are limitations in both the high-cost commercial publishing and the seemingly no-cost open access publishing models. This is why we are seeking to find a practical middle way between the idealism of open access and the inefficiencies and greed of which the big journal publishers are increasingly accused. The idealism of open access often creates new problems, leaving academics in the often less-than-happy role of amateur publisher. And ironically, open access journals and repositories sometimes give insider networks even greater control over what gets published than was traditionally the case with the big commercial publishers.

Common Ground journals are highly accessible on the web. They are not hidden behind subscription walls. Every article has its own page; and every author has their own self-maintainable website, which includes any articles and books they have published with Common Ground, a blog, and places to paste their bionote, photo and CV. We have modest tiered subscription charges for libraries and a small per-article charge for electronic access by non-subscribers. Conference participants are granted free electronic access to the corresponding journal for a year. Our journals are also available in hardcover print editions and through EBSCO.
JOURNAL AWARD

The International Journal of Knowledge, Culture and Change Management presents an annual International Award for Excellence in the area of knowledge, culture and change in organizations. All papers submitted for publication in The International Journal of Knowledge, Culture and Change Management are entered into consideration for this award. The review committee for the award is the International Advisory Board for the Journal and the Conference, who will select the winning paper from the ten highest-ranked papers emerging from the referee process and according to the selection criteria outlined in the referee guidelines. The winning author(s) will be invited to the next annual Management Conference, where they will be formally presented with their award. They will receive a free registration to attend this conference.

This year’s award winner is:
Dr. Frank Habermann

For the paper:
Developing a Federated Architecture for Change Management: Lessons Learnt from Quality Management and Other Management Areas

Abstract:

In the past, federated concepts have proven successful for coping with key business challenges such as quality management, customer relationship management, performance management and talent management. All these management disciplines show several common characteristics: (1) They focus on core business objects (i.e. quality, customer relations, performance, talent, etc.) that are, (2) socially influenced, abstract, multi-dimensional and thus hard to measure, and they (3) do not belong to a single (vertical) business line but instead, (4) have many (horizontal) instances, and (5) the strategic relevance is widely accepted. The same is true for change management! This paper will therefore explain how the institutionalization of change management can benefit from the above listed concepts, technologies and experiences. Particularly common management myths will be discussed. Consequently, this paper proposes a federated framework for managing change. The federated approach implies an open and modular “community of change” whereby the members maintain autonomy whilst being part of the federation. Since federation in contrast to integration accepts existing political, cultural, organizational and technical boundaries, the outlined concept does not require a big bang or sophisticated feasibility study, it can start directly, driven by local business needs and urgent challenges.

SUBSCRIPTION INFORMATION

Website: http://ontheorganization.com/journal/
Publisher: Common Ground - www.CommonGroundPublishing.com
ISSN: 1447-9524
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EDITORS
Bill Cope, University of Illinois, Urbana-Champaign, USA
Mary Kalantzis, University of Illinois, Urbana-Champaign, USA

INSTITUTIONAL SUBSCRIPTION
Further information on library subscriptions may be found at http://ontheorganization.com/journal/subscribe/.

COMPLIMENTARY SUBSCRIPTION
As part of the conference registration, participants are provided with a complimentary electronic subscription to all full-text papers published in The International Journal of Knowledge, Culture and Change Management. The duration of this access period is from the time of registration until one year after the end date of the conference. To view articles, go to http://ontheorganization.com/journal/publications/, select the ‘Login’ option, and provide a CGPublisher username and password. Then, select an article and download the PDF. For lost or forgotten login details, select ‘Forgot your login’ to request a new password.

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SUBMISSION INFORMATION

Registration for the Management Conference allows participants the opportunity to publish in The International Journal of Knowledge, Culture and Change Management. Presenters may submit their papers up to one month after the conference. Submitted papers will be fully refereed. The publication decision will be based on the referees’ reports.

To submit, at least one author of each paper must be registered to attend the conference (to a maximum of one paper per registered author).

General Requirements:
- We only accept text files or files in .doc format (such as from Microsoft Word or OpenOffice). We do not accept PDF submissions or .docx files.
- Papers should be approximately 2,000-5,000 words in length. They should be written as continuous expository narrative in a chapter or article style – not as lists of points or a PowerPoint presentation.
- Please remember that the papers are to be published in a fully refereed academic journal. This means that the style and structure of your text should be relatively formal. For instance, you should not submit a verbatim transcript of your oral presentation, such as ‘Today I want to speak to you about …’.
- Paper submissions must contain no more than 30% of textual material published in other places by the same author or authors, and these other places must be acknowledged and cited; in other words, the remaining 70% of the paper must be unique and original to your current submission.
- Authors must ensure the accuracy of citations, quotations, diagrams, tables and maps.
- You may use any referencing style you choose, as long as you use it consistently and to the appropriate standards.
- Spelling can vary according to national usage, but should be internally consistent.
- Papers should be thoroughly checked and proofread before submission, both by the author and a critical editorial friend – after you have submitted your paper you are unable to make any changes to it during the refereeing process.
- Papers will be assessed by referees against ten criteria – or fewer if some criteria do not apply to a particular kind of paper (see the Peer Review Process).

Illustration/Electronic Artwork Guidelines:
- Figures and images must be clear and easy to view. Common Ground cannot improve the quality of images.
- Figures and tables need to be placed where they are to appear in the text. If preferred, you may also place images and tables at the end of your paper.
- Please refrain from using Word Drawing objects. Instead use images imported from a drawing program. Word Drawing objects will not be rendered in the typeset version.

Keyword Guidelines:
Keywords are extremely important in search engine rankings. To achieve better exposure for your paper, please make sure your keywords are clear and accurate.

Resubmission Policy:
If your paper has been rejected, we will allow a maximum of TWO further resubmissions until TWO months prior to the anticipated publication date.

How to submit a paper:
For information on how to submit a paper, please visit the ‘Publish Your Paper’ page at http://ontheorganization.com/journal/publish-your-paper/.

The publication process is as follows:
- When we receive a paper, it is verified against template and submission requirements. If there are any problems, authors will be asked to resubmit the paper.
- The paper will then be prepared and matched to two appropriate referees. When a paper has been submitted to the referees, authors will receive an email notification. Additionally, authors may be asked to referee up to 3 papers.
- When the referee reports are uploaded, authors will be notified by email and provided with a link to view the reports (after the referees’ identities have been removed).
- If a paper is accepted, we will confirm conference registration before sending a Publishing Agreement.
- Authors will then be asked to accept the Publishing Agreement and submit the final paper.
- Papers will be typeset and proofs made available for final approval before publication in the journal’s online bookstore as well as in individual author Creator Sites.

The final date for submission of papers to the journal (for one way blind refereeing) is 18 July 2011 – one month after the close of the conference.
Papers are published continuously in the online bookstore. Authors may view the status of their paper at any time by logging into their CGPublisher account at www.CGPublisher.com.
OTHER JOURNALS PUBLISHED BY COMMON GROUND

Aging and Society: An Interdisciplinary Journal provides an international forum for the discussion of a rapidly growing segment of the population, in developed countries as well as in developing countries. Contributions range from broad theoretical and global policy explorations to detailed studies of the specific physiological, health, economic, and social dynamics of aging in today’s global society.
Website: www.AgingandSociety.com/Journal

The International Journal of the Arts in Society aims to create an intellectual frame of reference for the arts, and to create an interdisciplinary conversation on the role of the arts in society. This peer-reviewed journal is intended as a place for critical engagement and examination of ideas that connect the arts to their contexts in the world.
Website: www.ArtsinSociety.com/Journal

The International Journal of the Book provides a forum for publishing professionals, librarians, researchers, authors, retailers, and educators to discuss that iconic artifact, the book—and to consider its past, present, and future. Discussions range from the reflective to the highly practical, with an eye towards new practices of writing, publishing, and reading.
Website: www.BooksandPublishing.com/Journal

The International Journal of Climate Change: Impacts and Responses seeks to create an interdisciplinary forum for discussion of evidence of climate change, its causes, its ecosystemic impacts, and its human impacts. This peer-reviewed journal also explores technological, policy, strategic and social responses to climate change.
Website: www.Climate-Journal.com

The International Journal of the Constructed Environment publishes broad-ranging and interdisciplinary articles on human configurations of the environment and the interactions between the constructed, social and natural environments. This peer-reviewed journal brings together researchers, teachers, architects, designers, and others interested in how we interact with our environment.
Website: www.ConstructedEnvironment.com/Journal

Design Principles and Practices: An International Journal is a site of discussion exploring the meaning and purpose of “design” and the use of designed artifacts. This peer-reviewed journal examines transdisciplinary conversations between the theoretical and the empirical, the pragmatic and the idealistic.
Website: www.Design-Journal.com

The International Journal of Diversity in Organizations, Communities and Nations allows educators, professionals, and anyone interested in the mediation of cultural difference and diversity to empirically and strategically discuss globalization, identity and social group formation. This peer-reviewed journal reflects the business of negotiating diversity in organizations and communities.
Website: www.Diversity-Journal.com

Food Studies: An Interdisciplinary Journal provides an interdisciplinary forum for the discussion of agricultural, environmental, nutritional, health, social, economic and cultural perspectives on food. Contributions range from broad theoretical and global policy explorations, to detailed studies of specific human-physiological, nutritional and social dynamics of food.
Website: www.Food-Studies.com/Journal/

The Global Studies Journal is devoted to mapping and interpreting new trends and patterns in globalization. This peer-reviewed journal attempts to do this from many points of view and from many locations in the world, working between empirical and general modes of engagement with one of the central phenomena of our contemporary existence.
Website: www.GlobalStudiesJournal.com

The International Journal of Health, Wellness and Society addresses a number of interdisciplinary health topics, including: physiology, kinesiology, psychology, health sciences, public health, and other areas of interest. This peer-reviewed journal is relevant to anyone working in the health sciences, or researchers interested in exploring the intersections between health and society.
Website: www.HealthandSociety.com/Journal

The International Journal of the Humanities provides a space for dialogue and publication of new knowledge which builds on the past traditions of the humanities whilst setting a renewed agenda for their future. This peer-reviewed journal is relevant for anyone with an interest in and concern for the humanities, including academics, researchers, students, and educators of all levels.
Website: www.Humanities-Journal.com

The International Journal of the Image interrogates the nature of the image and the functions of image-making. This peer-reviewed, cross-disciplinary journal brings together researchers, practitioners, and teachers from areas of interest including: architecture, art, cultural studies, design, education, history, linguistics, media studies, philosophy, religious studies, semiotics, and more.
Website: www.OntheImage.com/Journal

The International Journal of Learning sets out to foster inquiry, invite dialogue and build a body of knowledge on the nature and future of learning. This peer-reviewed journal provides a forum for any person with an interest in, and concern for, education at any of its levels and in any of its forms, from early childhood to higher education and lifelong learning.
The International Journal of the Inclusive Museum asks: In this time of fundamental social change, what is the role of the museum, both as a creature of that change, and as an agent of change? This peer-reviewed journal brings together academics, curators, researchers, and administrators to discuss the character and future of the museum.

Website: www.Museum-Journal.com

The International Journal of Religion and Spirituality in Society aims to create an intellectual frame of reference for the academic study of religion, and to create interdisciplinary conversations on the role of religion and spirituality in society. This peer-reviewed journal seeks to critically examine ideas that connect religious philosophies to their contexts throughout history.

Website: www.Religion-Journal.com

The International Journal of Science in Society provides an interdisciplinary forum to discuss the past, present, and future of the sciences and their relationships to society. This peer-reviewed journal examines broad theoretical, philosophical and policy explorations and detailed case studies of particular intellectual and practical activities at the intersection of science and society.

Website: www.Science-Society.com/Journal

The International Journal of Interdisciplinary Social Sciences aims to examine the nature of disciplinary practices and the interdisciplinary practices that arise in the context of 'real world' applications. This rigorously peer-reviewed journal also interrogates what constitutes 'science' in a social context, and the connections between the social and other sciences.

Website: www.SocialSciences-Journal.com

Spaces and Flows: An International Journal of Urban and ExtraUrban Studies addresses some of the most pressing and perturbing social, cultural, economic and environmental questions of our time. This peer-reviewed journal focuses on spaces of production, consumption, and living, and flows of people, goods, and information as crucibles and vectors of ongoing transformation.

Website: www.SpacesandFlows.com/Journal

The International Journal of Sport and Society provides a forum for wide-ranging and interdisciplinary examination of sport. This peer-reviewed journal examines the history, sociology, and psychology of sport; sports medicine and health; physical and health education; and sports administration and management. Discussions range from broad conceptualizations to highly specific readings.

Website: www.SportandSociety.com/Journal

The International Journal of Environmental, Cultural, Economic and Social Sustainability creates a place for the publication of papers presenting innovative theories and practices of sustainability. This peer-reviewed journal is cross-disciplinary in its scope, a meeting point for natural and social scientists, researchers and practitioners, professionals and community representatives.

Website: www.Sustainability-Journal.com

The International Journal of Technology, Knowledge and Society creates a place for the publication and presentation of innovative theories and practices relating technology to society. This peer-reviewed journal is cross-disciplinary in its scope and provides a meeting point for technologists with a concern for the social and social scientists with a concern for the technological.

Website: www.Technology-Journal.com

Ubiquitous Learning: An International Journal sets out to define an emerging field. Ubiquitous Learning is a new educational paradigm made possible in part by the affordances of digital media. Our changing learning needs can be served by ubiquitous computing. This peer-reviewed journal investigates the affordances for learning through digital media, in school, and throughout everyday life.

Website: www.Ubi-Learn.com/Journal

The Journal of the World Universities Forum seeks to explore the meaning and purpose of the academy in times of striking social transformation. This peer-reviewed journal brings together university administrators, teachers and researchers to discuss the prospects of the academy and to exemplify or imagine ways in which the university can take a leading and constructive role.

Website: www.Universities-Journal.com
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TYPES OF BOOKS

Each conference and journal community has an accompanying book imprint. We welcome proposals or completed manuscript submissions of:

- individually and jointly authored books;
- edited collections addressing a clear, intellectually challenging theme;

Editorial selection can occur after the conference; or a group of authors may first wish to organize a colloquium at the conference to test the ideas in this broader intellectual context.

PROPOSAL GUIDELINES

Books should be between 30,000 words to 150,000 words in length. They are published simultaneously in print and electronic formats.

To publish a book, either send us a completed manuscript for review or a proposal including:

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Globalization, Labor & the Transformation of Work: Readings for Seeking a Competitive Advantage in an Increasingly Global Economy
edited by Jonathan H. Westover

“Globalization” is a key concept that represents a wide range of complex processes in our modern world. These processes have wide sweeping impacts on the international political economy, international capitalism, and the ability for organizations of all types to gain and maintain a competitive advantage and successfully compete in an increasingly global economy. Additionally, increasing “globalization” over the past several decades has changed the dynamics of an increasingly international labor force, how organizations compete for this labor, their internal labor dynamics, and ultimately how they do business. As such, the nature of work and the workplace has also shifted dramatically over the past several decades.

Training the Next Generation of Knowledge Workers: Readings for Effective Secondary Education & Workplace Learning Practices
edited by Jonathan H. Westover

What are the methods and strategies for effectively preparing the future knowledge worker generation? What needs to be done in our institutions of higher learning? What initiatives and methods need to be adopted by organizations for greater engaged learning and transference of knowledge to practical application in the workplace? These are just some of the pressing questions facing the organizations of today.

This edited collection provides a comprehensive introduction to organizational learning and explores the wide sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research in an organized, clear, and accessible manner. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource development professions of all types seeking to understand proven practices and methods to train the next generation of knowledge workers that will drive an enhanced competitive advantage in an increasingly competitive global economy.

Examining Job Satisfaction: Causes, Outcomes, and Comparative Differences
edited by Jonathan H. Westover

In today’s shifting global economy and with the emergence of the technology and service-driven knowledge organization, requiring enhanced levels of organizational flexibility and innovation, how do we maximize the human capital potential of workers to enhance their ability to perform and add value in a hyper-intensive competitive global marketplace? What are the methods and strategies for effectively motivating employees and increasing the job satisfaction of workers? What are the important drivers of worker satisfaction? What are the important individual, organizational, and social outcomes of various job satisfaction levels? What are the individual, organizational, and societal differences in job satisfaction levels and its determinants? These are just some of the pressing questions facing the organizations of today.