

The
6th International Conference on
Knowledge, Culture &
Change in Organisations

11-14 July 2006

Monash University Centre
Prato, Tuscany, Italy

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The Management Conference, 2006

The Sixth International Conference on Knowledge, Culture and Change in Organisations is to be held at the Monash University Centre in Prato, Italy (in Tuscany, 30 minutes by train from Florence and 15 minutes from the Florence International Airport), from 11 to 14 July 2006. The conference will address a range of critically important themes in the various fields investigating 'Knowledge', 'Culture' and 'Change' in Organisations. Main speakers will include some of the world's leading thinkers in the field of management, as well as numerous paper, colloquium and workshop presentations by practitioners, teachers and researchers.

This is a conference for any person with an interest in, and concern for, the cultural change in organisations. All are encouraged to register and attend this significant and timely conference. A range of tour and accommodation options is also available.

Participants are also welcome to submit presentation proposals, either as 30 minute papers, 60 minute workshop, or jointly presented 90 minute colloquium sessions. Parallel sessions are loosely grouped into streams reflecting different perspectives or disciplines. Each stream also has its own talking circle or forum for focused discussion of issues.

Presenters may choose to submit written papers for publication before or after the conference in the International Journal of Knowledge, Culture and Change Management, a fully refereed academic journal. Virtual participants can also submit papers for refereeing and publication in the Journal.

If you would like to know more about this conference, visit the Management Conference website — this site is regularly updated. You might also wish to subscribe to the Conference Newsletter through this site.

BACKGROUND

The International Conference on Knowledge, Culture and Change in Organisations

The primary interest of the Management Conference is knowledge-based social and economic change. Driven by globalisation and advances in information and communications technologies, this change has been characterised in terms of emerging information/knowledge societies and a global knowledge-based economy.

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 recognised experts in the field of management, to detailed case studies of management practice. It will traverse a broad terrain, from theory and analysis to practical strategies for action.

Now emerging as a major international event in the field of management, the Management Conference 2003 was held in Penang, Malaysia and hosted by the Universiti Sains Malaysia, in 2004 at the University of Greenwich, London, UK and in 2005 at the University of the Aegean in Rhodes.



ADVISORY BOARD

The International Conference on Knowledge, Culture and Change in Organisations and the International Journal of Knowledge, Culture and Change Management

- Mary Kalantzis, RMIT University, Melbourne, Australia.
- Bill Cope, Centre for Workplace Communication and Culture, Australia.
- Chryssi Vitsilakis-Soroniatis, University of the Aegean, Rhodes, Greece.
- Eleni Karantzola, University of the Aegean, Rhodes, Greece.
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- Margaret Jackson, RMIT University, Melbourne, Australia.
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- David Gurteen, Gurteen Knowledge, UK.
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- Rod Dilnutt, William Bethway and Associates, Melbourne, Australia.
- Judith Ellis, Enterprise Knowledge, Melbourne, Australia.
- Kirpal Singh, Singapore Management University, Singapore.

Who Should Attend

- Academics in the fields of management, social sciences and education/training.
- Research students.
- Knowledge managers.
- Trainers.
- Industry consultants.
- Knowledge Management and Change Practitioners.

Conference Venue: Monash Centre, Prato, Italy

The Monash University Centre is located in the historic centre of Prato, a twenty minute trip from central Florence, and fifteen minutes from the Florence international airport.

The Monash Centre in Prato occupies the first floor of an 18th century palazzo, named Palazzo Vaj after the Vaj family who were the original owners. Parts of the building are believed to be much older, as 15th century frescoes having been discovered on one of its outer walls. The present owners, L'Arte della Lana or 'Wool Guild', purchased the building from the Vaj family in the 1920s. Between 1875 and 1999, the parts of the building which have now become the Monash Centre were home to a prestigious club for local businessmen. The club was primarily a gaming venue and much of the centre's interior architecture and fittings still reflect this purpose.

Monash University Centre in Prato
Palazzo Vaj
Via Pugliesi 26
Prato 59100
Italy

Supported and Sponsored by



- The Globalism Institute, RMIT University, Melbourne, Australia
- Gurteen Knowledge, London, United Kingdom

Conference Organisers



- Common Ground

OVERALL THEME 2006: Knowledge Organisation, Knowledge Economy, Knowledge Society

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 organisation: 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 organisational 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.
- Globalisation: its impacts on work and education.

THEME 2: Knowledge and Technology

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

THEME 3: Organisational Cultures

- What is organisational culture? Organic, community, complexity and other metaphors.
- Networks, clusters, alliances.
- Building collaborative organisational cultures.
- Decision-making and leadership.
- Building a culture of innovation.
- Teams and the dynamics of collaboration.
- Productive diversity: capitalising on human differences.
- Women at work and women in management: what are the different ways of working?
- Developing sustainable organisational cultures: government, community and NGOs.
- Capacity development: building knowledge locally.
- Globalisation, internationalisation and organisational — Mass customisation: recognising market and customer differences.
- Navigating complexity: the dynamics of organisational change.
- Business ethics.

THEME 4: Tangible Outcomes from Managing Intangibles

- Knowledge and culture as factors of production.
- Putting a tangible value on intangibles.
- New performance indicators for new economies.
- 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.

Scope and Concerns

Organisational Intangibles and Their Tangible Value

The Management Conference and The International Journal of Management create a forum for discussion and a place for the publication of new knowledge about the nature and future of organisations.

Their focus is those intangible drivers which determine not only the liveability of organisations 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 and the Journal range across organisations 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 organisations. Their concern also extends beyond the boundaries of organisations to consider the dynamics of supply chains, organisational 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 'organisation' and 'management' of groups of people collaborating to productive ends, and to analyse 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.) But 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 a knowledge economy. The value of an organisation 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, concepts, brand associations. 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, personalised 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 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.

Most importantly, it is the project of knowledge management to ensure that collaboration is institutionalised 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 organisation or community is not dangerously depleted when a key person departs. Organising 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 conceptualisation (knowing the underlying concepts and theories of a particular discipline, system or vocation), or analysis (linking cause with effect, interests with behaviours, 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? It creates a different kind of organisation. This organisation 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 organisational imprimatur. This knowledge becomes authoritative to the extent that the processes of knowledge construction are made transparent. And the unidirectional (top-bottom, expert-
novice, organisation-customer) transmission of knowledge is replaced by knowledge as dialogue.

CULTURE

Ours is an era when organisations are driven by culture, 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.

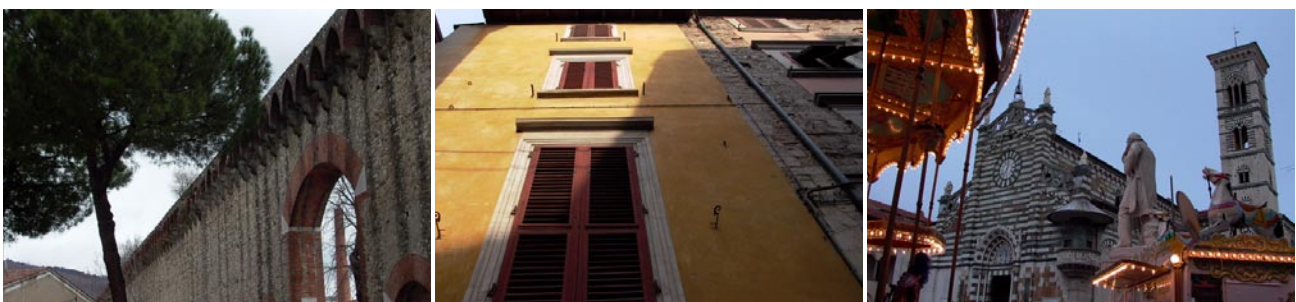
On the micro-scale, teams are driven by shared values—or is it perhaps the complementarity of differences of knowledge and experience? On the corporate scale, organisations try to enlist employees to their visions and ethos—or is it perhaps a matter of creating an inclusive space in which everyone's motivations and energies are enlisted, even if they don't fit a single obvious corporate mould? On a market or community scale, organisations 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 organisational 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 organisations negotiate differences and become many things to many peoples?

Culture is a key organisational 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 organisational 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 recognises that no two customers are the same.

CHANGE

Ours is an era of massive change, sometimes liberating, other times traumatic. Organisations 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 organisations be driven by their people rather than the organisation in the abstract, or its leaders having to drag them along? Organisations will fail if they are not capable of learning, in a collective sense, as well as the individuals who spend their days at work there. They will fail if they do not regard themselves as places of continuous personal and corporate reinvention, of individual and institutional transformation. The organisation and every person within it needs to envision themselves, not as a change object, but as an agent of change.

The Conference and the Journal will attempt to address these and other dynamics of knowledge, culture and change as they manifest themselves in organisations. The perspectives range from big picture analyses to detailed case studies which speak to the tangible value of organisational intangibles. They will traverse a broad terrain, from theory and analysis to practical strategies for action.





The International Journal of Knowledge, Culture and Change Management

Registration in the Management Conference allows participants the opportunity to publish in an academic journal. Presenters have the option to submit their papers for refereeing and publication in the International Journal of Knowledge, Culture and Change Management, before the conference and up to one month after the conference. Papers submitted for publication will be fully refereed. To submit, at least one author of each paper must be registered to attend the Management Conference (to a maximum of one paper per registered author - which means, for instance, that two registered authors may submit two jointly authored papers).

For those unable to attend the conference in person, virtual registrations are available. This provides participants access to the electronic version of the Journal, and also the option to submit papers for refereeing and publication in the International Journal of Knowledge, Culture and Change Management.

All registered participants will be given access to the full electronic version of that year's International Journal of Knowledge, Culture and Change Management.

Papers are published continuously to the Journal's online bookstore, as soon as the publication process is completed for each paper (and that can be any time before the conference, and continues after the conference as papers are refereed). The full volume of the Journal is published annually.

If full refereeing of your final paper is required before the conference in order to attend in-person, papers should be submitted more than three calendar months before the opening date of the conference.

It is possible to attend and present at the conference without submitting or publishing a formal written paper if you choose not to do so.

ABOUT PRATO

Prato is a small but thriving Tuscan city, with a beautiful historic centre and a vibrant cultural and economic life. Famous since the renaissance for its textile industry and still renowned for its manufacture of fine Italian fabrics. The city has a population of some 180,000 inhabitants. A growing percentage of these are immigrants from mainland China, the Indian sub-continent, north and west Africa and elsewhere. The story of textiles in Prato is told in its textile museum. The communal, provincial and regional governments, are progressive in outlook and active in European community affairs. They have welcomed the presence of an Australian academic institution, Monash University, in the heart of their city.

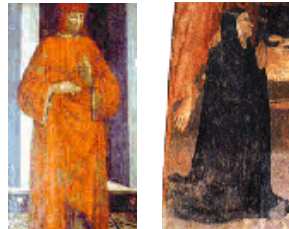
The City, Its Monuments and Historical Buildings

Prato has a rich legacy of historical buildings and monuments including: a mid 13th century castle built by the Hohenstaufen Emperors; almost perfectly preserved medieval walls which enclose the ancient city centre; a Romanesque cathedral dedicated to San Stefano with an external pulpit by Donatello and Michelozzo and internal frescos by the great renaissance artist, Filippo Lippi; the church of S.Maria delle Carceri by Giuliano San Gallo; and the well preserved Palazzo Datini, the fifteenth century home of the famous 'Merchant of Prato', Francesco Datini. The city is also home to the prestigious Contemporary Art Centre 'Luigi Pecci' and to the highly acclaimed avant-garde theatre 'Metastasio'.

The best way to see these monuments and learn their rich history is to take a map of the centro storico (historic centre/old town) and follow one of the itineraries prepared by the City Council of Prato or the Prato Tourist Board.

An Iconic Site in the Development of Modern Commerce

During his lifetime, Prato citizen Francesco Datini (1335-1410) built a trading empire with agents in most major cities of Europe. He is credited with inventing the bill of exchange, both for the purposes of lending money and for the transfer of funds in different currencies. In these respects, Datini and his home town of Prato play a central role in the development of modern international commerce and banking. The bill of exchange could not bear interest given the ban on usury by the medieval church. However, people like Datini, acting as de facto bankers, could make a profit from the transaction through differential exchange rates.



When he died, Datini left his enormous wealth of 70,000 gold florins to the poor of Prato. He also left nearly 140,000 business letters and 503 files of commercial documents. These were stored under a stairway in a space that was later bricked up, not to be rediscovered until 1870. These records provide extraordinary insights into life in late medieval and early renaissance Italy. The house where Francesco Datini lived is now a museum. The Francesco Datini International Institute for Economic History in Prato, houses the Datini archive.



REGISTRATION OPTIONS

Early Registration Discount
(by 20 December 2005)
\$AU850.00 (\$US661.22 | €318.13)

Full Conference Registration
\$AU950.00 (\$US739.00 | €601.45)

One-Day Registration
\$AU500.00 (\$US388.95 | €316.55)

Student Registration
\$AU500.00 (\$US388.95 | €316.55)

Virtual Registration
\$AU300.00 (\$US233.37 | €189.93)

Registration Fee Waiver
(For further information,
visit the conference website)

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