Table of Contents

Foreword ........................................................................................................................................... xiv

Preface ................................................................................................................................................ xvii

Acknowledgment ............................................................................................................................ xxvi

Section I
The Enablers of Organizational Memories

Chapter I
Organizational Culture and the Management of Organizational Memory ........................................ 1
   Peter Stoyko, Canada School of Public Service, Canada

Chapter II
Downsizing and Building Organizational Memory: A Paradoxical Relationship between “Brain-Drain” and “Brain-Gain” ................................................................. 18
   Nicholas N. Bowersox, TUI University, USA

Chapter III
Effective Stakeholder Knowledge Sharing for Effective Organizational Memory .......................... 30
   Nicholas P. Robinson, McGill University, Canada
   Prescott C. Ensign, University of Ottawa, Canada

Chapter IV
Revising the SECI Model for American Organizational Culture ...................................................... 44
   Jerry Westfall, Liberty University, USA

Chapter V
Knowledge Transfer within Multinational Corporations: An Intercultural Challenge .................... 57
   Parissa Haghirian, Sophia University, Japan
Section II
The Components of Organizational Memories

Chapter VI
Valuing a Multiplicity of Views: How to Tap Informal Networks to See the (W)hole
Patrice Dunckley, Mindful Connections, USA
Suzanne Roff-Wexler, Compass Point Consulting, USA

Chapter VII
Organizational Knowledge Sharing Networks
Haris Papoutsakis, Technological Education Institute (TEI) of Crete, Greece

Chapter VIII
Lessons Learned as Organizational Project Memories
Raul M. Abril, Universitat Pompeu i Fabra, Spain
Ralf Müller, Umeå University, Sweden and Norwegian School of Management BI, Norway

Chapter IX
Will You Recall What You Knew?
Jerry Westfall, Liberty University, USA

Chapter X
Added Value of Ontologies for Modeling an Organizational Memory
Maria de los Angeles Martin, National University of La Pampa, Argentina
Luis Olsina, National University of La Pampa, Argentina

Chapter XI
The Collective Process and Memory of Strategic Management
Juha Kettunen, Turku University of Applied Sciences, Finland

Section III
Organizational Memories in Action

Chapter XII
Organizational Memory Challenges Faced by Non-Profit Organizations
Kimiz Dalkir, McGill University, Canada

Chapter XIII
Creating and Sustaining Meta-Organizational Memory: A Case Study
Susan G. McIntyre, Defence R&D Canada
Chapter XIV
Associative Patterning: The Unconscious Life of an Organization

David Bennet, Mountain Quest Institute, USA
Alex Bennet, Mountain Quest Institute, USA

Chapter XV
A Manifesto for the Preservation of Organizational Memory Associated with the Emergence of Knowledge Management Educational Programs

Michael JD Sutton, Westminster College, USA

Chapter XVI
An Organizational Memory Tool for E-Learning

Marie-Hélène Abel, University of Compiègne, France

Chapter XVII
Understanding Organizational Memory

Sajjad M. Jasimuddin, University of Dhaka, Bangladesh & University of Southampton, UK
N.A.D. Connell, University of Southampton, UK
Jonathan H. Klein, University of Southampton, UK

Chapter XVIII
Managing Knowledge in Organizational Memory Using Topic Maps

Les Miller, Iowa State University, USA
Sree Nilakanta, Iowa State University, USA
Yunan Song, Iowa State University, USA
Lei Zhu, Iowa State University, USA
Ming Hua, Iowa State University, USA

Compilation of References

About the Contributors

Index