Volume I

Section I. Fundamental Concepts and Theories

This section serves as the foundation for this exhaustive reference tool by addressing crucial theories essential to the understanding of e-collaboration. Chapters found within these pages provide an excellent framework in which to position e-collaboration within the field of information science and technology. Individual contributions provide overviews of computer-mediated collaboration, communities of practice, and group decision support systems, while also exploring critical stumbling blocks of this field. Within this introductory section, the reader can learn and choose from a compendium of expert research on the elemental theories underscoring the research and application of e-collaboration.

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   Thrasyvoulos Tsiatsos, Aristoleian University of Thessaloniki and Research Academic Computer Technology Institute, Greece

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Chapter 1.6. A Classification of Communities of Practice

Norm Archer, McMaster University, Canada

Chapter 1.7. Sociotechnical Theory and Communities of Practice

Andrew Wenn, Victoria University, Australia

Chapter 1.8. Group Decision Support Systems

John Wang, Montclair State University, USA
James Yao, Montclair State University, USA

Chapter 1.9. A Generic Definition of Collaborative Working Environments

Karl A. Hribernik, Breman Institute of Industrial Technology and Applied Work Science (BIBA), Germany
Klaus-Dieter Thoben, Breman Institute of Industrial Technology and Applied Work Science (BIBA), Germany
Michael Nilsson, Luleå University of Technology, Sweden

Chapter 1.10. Computer-Supported Collaborative Work and Learning: A Meta-Analytic Examination of Key Moderators in Experimental GSS Research

John Lim, National University of Singapore, Singapore
Yin Ping Yang, National University of Singapore, Singapore
Yingqin Zhong, National University of Singapore, Singapore

Chapter 1.11. Collaborative vs. Cooperative Learning: The Instructor’s Role in Computer Supported Collaborative Learning

Orlando J. Olivares, Bridgewater State College, USA


Ned Kock, Texas A&M International University, USA
Pedro Antunes, University of Lisboa, Portugal

Chapter 1.13. Knowledge Transfer: Revisiting Video

Richard T. Herschel, Saint Joseph’s University, USA
Ira Yermish, Saint Joseph’s University, USA
Section II. Development and Design Methodologies

This section provides in-depth coverage of conceptual architectures, frameworks and methodologies related to the design and implementation of e-collaboration systems, tools, and technologies. Throughout these contributions, research fundamentals in the discipline are presented and discussed. From broad examinations to specific discussions on particular frameworks and infrastructures, the research found within this section spans the discipline while also offering detailed, specific discussions. Basic designs, as well as abstract developments, are explained within these chapters, and frameworks for designing successful virtual environments, information systems, and knowledge sharing communities are presented.

Chapter 2.1. A Use-Centered Strategy for Designing E-Collaboration Systems
Daniel H. Schwartz, Air Force Research Laboratory, USA
John M. Flach, Wright State University, USA
W. Todd Nelson, Air Force Research Laboratory, USA
Charlene K. Stokes, Air Force Research Laboratory, USA

Chapter 2.2. Design Patterns for Facilitation in E-Collaboration
Gwendolyn L. Kolfschoten, Delft University of Technology, The Netherlands
Robert O. Briggs, University of Nebraska at Omaha, University of Alaska at Fairbanks, USA
Gert-Jan de Vreede, University of Nebraska at Omaha, USA and Delft University of Technology, The Netherlands

Chapter 2.3. E-Collaboration: A Dynamic Enterprise Model
Eric Torkia, Technology Partnerz, Ltd., Canada
Luc Cassivi, University of Quebec – Montreal, Canada

Chapter 2.4. A Social Informatics Framework for Sustaining Virtual Communities of Practice
Umar Ruhi, Wilfrid Laurier University, Canada

Chapter 2.5. Customizing Multimedia and Collaborative Virtual Environments
Paulo N. M. Sampaio, University of Madeira, Portugal
Ildeberto A. Rodello, Centro Universitário Eurípides de Marília, Brazil
Laura M. Rodríguez Peralta, University of Madeira, Portugal
Paulo Alexandre Bressan, Universidade Presbiteriana Mackenzie, Brazil

Chapter 2.6. Concurrency Control in Real-Time E-Collaboration Systems
Wenbing Zhao, Cleveland State University, USA

Chapter 2.7. Web-Based Collaboration and Decision Making Support: A Multi-Disciplinary Approach
Nikos Karacapilidis, University of Patras, Greece
Manolis Tzagarakis, University of Patras, Greece
Chapter 2.8. A Case Study of Web-Based Collaborative Decision Support at NASA
Irma Becerra-Fernandez, Florida International University, USA
Martha Del Alto, NASA Ames Research Center, USA
Helen Stewart, NASA Ames Research Center, USA

Chapter 2.9. An Ontological Approach to Managing Project Memories in Organizations
Davy Monticolo, SeT Laboratory, University of Technology UTBM, France
Vincent Hilaire, SeT Laboratory, University of Technology UTBM, France
Samuel Gomes, SeT Laboratory, University of Technology UTBM, France
Abderrafiaa Koukam, SeT Laboratory, University of Technology UTBM, France

Chapter 2.10. Designing Interactive and Collaborative E-Learning Environments
Hyo-Jeong So, National Institute of Education, Nanyang Technological University, Singapore

Chapter 2.11. Reframing Information System Design as Learning Across Communities of Practice
Kevin Gallagher, Northern Kentucky University, USA
Robert M. Mason, University of Washington, USA

Chapter 2.12. Developing REALSpace: Discourse on a Student-Centered Creative Knowledge Environment for Virtual Communities of Learning
Kam Hou Vat, University of Macau, China

Chapter 2.13. Resurrecting Graduate Conversation through an Online Learning Community
Brian Thoms, Claremont Graduate University, USA
Nathan Garrett, Claremont Graduate University, USA
Mariana Soffer, Claremont Graduate University, USA
Terry Ryan, Claremont Graduate University, USA

Section III. Tools and Technologies
This section presents extensive coverage of the technology that both derives from and informs e-collaboration. These chapters provide an in-depth analysis of the use and development of innumerable devices and tools, while also providing insight into new and upcoming technologies, theories, and instruments that will soon be commonplace. Within these rigorously researched chapters, readers are presented with examples of the tools that facilitate and support e-collaboration. In addition, the successful implementation and resulting impact of these various tools and technologies are discussed within this collection of chapters.

Chapter 3.1. Collaborative Technologies, Applications, and Uses
Ewan Oiry, Université de la Méditerranée, France

Chapter 3.2. Characterization and Classification of Collaborative Tools
Javier Soriano, Universidad Politécnica de Madrid (UPM), Spain
Rafael Fernández, Universidad Politécnica de Madrid (UPM), Spain
Miguel Jiménez, Universidad Politécnica de Madrid (UPM), Spain
Chapter 3.3. A Macro-Level Approach to Understanding Use of E-Collaboration Technologies
Sanjiv D. Vaidya, Indian Institute of Management Calcutta, India
Priya Seetharaman, Indian Institute of Management Calcutta, India

Chapter 3.4. Technological Challenges to the Research and Development of Collaborative Working Environments
Karl A. Hribernik, Bremen Institute of Industrial Technology and Applied Work Science (BIBA), Germany
Klaus-Dieter Thoben, Bremen Institute of Industrial Technology and Applied Work Science (BIBA), Germany
Michael Nilsson, Luleå University of Technology, Sweden

Chapter 3.5. Using Collaborative Technology in Group Facilitation
José-Rodrigo Córdoba, University of Hull, UK

Chapter 3.6. Emergent Networks in Computer-Supported Groups
Michael A. Stefanone, State University of New York at Buffalo, USA

Chapter 3.7. Adopting Tools for Online Synchronous Communication: Issues and Strategies
Elizabeth Murphy, Memorial University of Newfoundland, Canada
Thérèse Laferrière, Laval University, Canada

Chapter 3.8. Utilizing Web Tools for Computer-Mediated Communication to Enhance Team-Based Learning
Elizabeth Avery Gomez, New Jersey Institute of Technology, USA
Dezhi Wu, Southern Utah University, USA
Katia Passerini, New Jersey Institute of Technology, USA
Michael Bieber, New Jersey Institute of Technology, USA

Chapter 3.9. Decision Support Software
John Wang, Montclair State University, USA
Huanyu Ouyang, People’s Hospital of Jangxi Province, China
Chandana Chakraborty, Montclair State University, USA

Chapter 3.10. Blogging Technology and its Support for E-Collaboration
Vanessa Paz Dennen, Florida State University, USA
Tatyana G. Pashnyak, Florida State University, USA

Chapter 3.11. Academic Weblogs as Tools for E-Collaboration Among Researchers
Maria José Luzón, University of Zaragoza, Spain

Chapter 3.12. Collaborative E-Learning Using Semantic Course Blog
Lai-Chen Lu, Tatung University, Taiwan
Ching-Long Yeh, Tatung University, Taiwan
Chapter 3.13. Blogs as a Social Networking Tool to Build Community
Lisa Kervin, University of Wollongong, Australia
Jessica Mantei, University of Wollongong, Australia
Anthony Herrington, University of Wollongong, Australia

Chapter 3.14. The Use of the CMC Tool AMANDA for the Teaching of English
Esrom Adriano Irala, Pontificia Universidade Catolica do Paraná (PUCPR), Brazil
Patricia Lupion Torres, Pontificia Universidade Catolica do Paraná (PUCPR), Brazil

Chapter 3.15. Using Virtual Worlds to Assist Distributed Teams
Clint Bowers, University of Central Florida, USA
Peter A. Smith, University of Central Florida, USA
Jan Cannon-Bowers, University of Central Florida, USA
Denise Nicholson, University of Central Florida, USA

Chapter 3.16. Videoconferencing as an E-Collaboration Tool
Michael Chilton, Kansas State University, USA
Roger McHaney, Kansas State University, USA

Chapter 3.17. Instant Messaging as an E-Collaboration Tool
Qinyu Liao, University of Texas at Brownsville and Texas Southmost College, USA
Xin Luo, Virginia State University, USA

Chapter 3.18. Group Support Systems as Tools for HR Decision Making
James Yao, Montclair State University, USA
John Wang, Montclair State University, USA

Jacqueline A. Gilbert, Middle Tennessee State University, USA

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Chapter 3.20. Issues, Limitations, and Opportunities in Cross-Cultural Research on Collaborative Software in Information Systems
Dongsong Zhang, University of Maryland, Baltimore County, USA
Paul Benjamin Lowry, Brigham Young University, USA

Chapter 3.21. Human Communication in Collaborative Augmented Reality Systems
Kiyoshi Kiyokawa, Osaka University, Japan
Chapter 3.22. Facilitating E-Learning with Social Software: Attitudes and Usage from the Student’s Point of View

Reinhard Bernsteiner, University for Health Sciences, Medical Informatics and Technology, Austria
Herwig Ostermann, University for Health Sciences, Medical Informatics and Technology, Austria
Roland Staudinger, University for Health Sciences, Medical Informatics and Technology, Austria

Chapter 3.23. “Neomillennial” Learning Styles Propagated by Wireless Handheld Devices

Edward Dieterle, Harvard Graduate School of Education, USA
Chris Dede, Harvard Graduate School of Education, USA
Karen Schrier, MIT Alumni, USA

Section IV. Utilization and Application

This section introduces and discusses the ways in which e-collaboration systems, tools, and technologies have been utilized and also propose new ways in which e-collaboration innovations can be implemented within organizations and in society as a whole. These particular selections highlight, among other topics, utilizing e-collaboration for knowledge management, e-collaboration for social health outcomes, and decision support for crisis management. Contributions included in this section provide excellent coverage of today’s electronic environment and insight into how e-collaboration impacts the fabric of our present-day global village.

Chapter 4.1. Levels of Adoption in Organizational Implementation of E-Collaboration Technologies

Bjørn Erik Munkvold, University of Agder, Norway

Chapter 4.2. The Role of E-Collaboration Systems in Knowledge Management

Sharon A. Cox, Birmingham City University, UK
John S. Perkins, Newman College of Higher Education, UK

Chapter 4.3. E-Collaboration-Based Knowledge Refinement as a Key Success Factor for Knowledge Repository Systems

T. Rachel Chung, University of Pittsburgh, USA
Kwangsu Cho, University of Missouri, Columbia, USA

Chapter 4.4. E-Research Collaboration, Conflict and Compromise

Frances Deepwell, Coventry University, UK
Virginia King, Coventry University, UK

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   Premalatha Gopal Das, Manipal University, Melaka Manipal Medical College, Malaysia
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Hugh Smith, Florida State University, USA
Molly Wasko, Florida State University, USA
James Worrell, Florida State University, USA
Tom Yoon, Florida State University, USA

Chapter 4.16. Using Social Networking Analysis to Facilitate Knowledge Sharing in the British Council

Bonnie Wai-yi Cheuk, Improvement Service for the Scottish Local Government, Scotland

Chapter 4.17. A Trination Analysis of Social Exchange Relationships in E-Dating

Sudhir H. Kale, Bond University, Australia
Mark T. Spence, Bond University, Australia

Section V. Organizational and Social Implications

This section includes a wide range of research pertaining to the social and organizational impact of e-collaboration around the world. Chapters introducing this section analyze digital disempowerment, while later contributions offer an extensive analysis of the educational implications of e-collaboration implementation. The inquiries and methods presented in this section offer insight into the implications of e-collaboration at both a personal and organizational level, while also emphasizing potential areas of study within the discipline.

Chapter 5.1. Digital Disempowerment in a Network Society

Kenneth L. Hacker, New Mexico State University, USA
Shana M. Mason, New Mexico State University, USA
Eric L. Morgan, New Mexico State University, USA

Chapter 5.2. Coordination, Learning, and Innovation: The Organizational Roles of E-Collaboration and Their Impacts

Lior Fink, Ben-Gurion University of the Negev, Israel


Frédéric Adam, University College Cork, Ireland
Jean-Charles Pomerol, Université Pierre et Marie Curie, France
Patrick Brézillon, University Paris 6 & Université Pierre et Marie Curie, France

Chapter 5.4. Infrastructure Support for Smart Organizations: Integration of Web Service Partners in Heterogeneous Environments

Peter Bertok, Royal Melbourne Institute of Technology, Australia
Xinjian Xu, Royal Melbourne Institute of Technology, Australia
Chapter 5.5. Governance Mechanisms for E-Collaboration
Anupam Ghosh, ICF AI Institute for Management Teachers, India
Jane Fedorowicz, Bentley College, USA

Youngjin Kim, Fordham University, USA

Chapter 5.7. A Tool for Assisting Group Decision-Making for Consensus Outcomes in Organizations
Faezeh Afshar, University of Ballarat, Australia
John Yearwood, University of Ballarat, Australia
Andrew Stranieri, University of Ballarat, Australia

Chapter 5.8. Leadership Challenges in Communities of Practice: Supporting Facilitators via Design and Technology
Halbana Tarmizi, University of Nebraska at Omaha, USA
Gert-Jan de Vreede, University of Nebraska at Omaha, USA
Ilze Zigurs, University of Nebraska at Omaha, USA

Amit V. Deokar, Dakota State University, USA
Omar F. El-Gayar, Dakota State University, USA

Chapter 5.10. Managing E-Collaboration Risks in Business Process Outsourcing
Anne C. Rouse, Deakin University, Australia

Chapter 5.11. An Ontology Approach to Collaborative Engineering for Producibility
Fredrik Elgh, Jönköping University, Sweden
Staffan Sunnersjö, Jönköping University, Sweden

Chapter 5.12. Teaching, Learning, Negotiating: The World Wide Web as a Model for Successful Cross-Cultural Communication
Tatjana Chorney, St. Mary’s University, Canada

Chapter 5.13. The Role of Culture in Knowledge Management: A Case Study of Two Global Firms
Dorothy Leidner, Baylor University, USA
Maryam Alavi, Emory University, USA
Timothy Kayworth, Baylor University, USA

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  Tim Wentling, University of Illinois at Urbana-Champaign, USA
  Reed Stuedemann, Caterpillar University, USA

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  Linda Seward, Middle Tennessee State University, USA
  Vickie Harvey, California State University, USA
  Joseph Carranza, California State University, USA

Section VI. Managerial Impact

This section presents contemporary coverage of the managerial implications of e-collaboration. Particular contributions address instant messaging in the workplace, virtual teams, and intercultural communication. The managerial research provided in this section allows executives, practitioners, and researchers to gain a better sense of how e-collaboration can shape and inform their practices and behavior.
Chapter 6.1. An Adaptive Workforce as the Foundation for E-Collaboration
Charlene K. Stokes, Air Force Research Laboratory, USA
Joseph B. Lyons, Air Force Research Laboratory, USA
Daniel H. Schwartz, Air Force Research Laboratory, USA
Stephanie D. Swindler, Air Force Research Laboratory, USA

Chapter 6.2. Collaborative Development Environments
Javier Soriano, Universidad Politécnica de Madrid (UPM), Spain
Genoveva Lopez, Universidad Politécnica de Madrid (UPM), Spain
Rafael Fernandez, Universidad Politécnica de Madrid (UPM), Spain

Chapter 6.3. Interaction and Context in Service-Oriented E-Collaboration Environments
Christoph Dorn, Vienna University of Technology, Austria
Schahram Dustdar, Vienna University of Technology, Austria
Giovanni Giuliani, HP Italiana SRL, Italy
Robert Gombotz, Vienna University of Technology, Austria
Ke Ning, National University of Ireland, Ireland
Sébastien Peray, European Microsoft Innovation Center, Germany
Stephan Reiff-Marganiec, University of Leicester, UK
Daniel Schall, Vienna University of Technology, Austria
Marcel Tilly, European Microsoft Innovation Center, Germany

Chapter 6.4. Reconsidering IT Impact Assessment in E-Collaboration
Az-Eddine Bennani, Université de Technologie de Compiègne, Reims Management School, France

Chapter 6.5. A Research Agenda for Identity Work and E-Collaboration
Niall Hayes, Lancaster University Management School, UK
Mike Chiasson, Lancaster University Management School, UK

Chapter 6.6. Instant Messaging (IM) Literacy in the Workplace
Beth L. Hewett, Independent Scholar, USA
Russell J. Hewett, University of Illinois Urbana Champaign, USA

Chapter 6.7. Risk Management in Distributed IT Projects: Integrating Strategic, Tactical, and Operational Levels
Rafael Prikladnicki, Pontificia Universidade Católica do Rio Grande do Sul, Brazil
Roberto Evaristo, University of Illinois at Chicago, USA
Jorge Luis Nicolas Audy, Pontificia Universidade Católica do Rio Grande do Sul, Brazil
Marcelo Hideki Yamaguti, Pontificia Universidade Católica do Rio Grande do Sul, Brazil

Chapter 6.8. Managing Intercultural Communication Differences in E-Collaboration
Norhayati Zakaria, Universiti Utara Malaysia, Malaysia
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   Robert Pellerin, Ecole Polytechnique de Montreal, Canada

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   Sujeong Choi, Chonnam National University, Korea

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   John McAvoy, University College Cork, Ireland
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   Jamie S. Switzer, Colorado State University, USA

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   Norman E. Youngblood, Texas Tech University, USA
   Joel West, Texas Tech University, USA

Section VII. Critical Issues

This section addresses conceptual and theoretical issues related to the field of e-collaboration, which include issues relating to both trust and security. Within these chapters, the reader is presented with analysis of the most current and relevant conceptual inquires within this growing field of study. Particular chapters also address metacommunication in computer-mediated communication, spam, and the factors promoting collaborative learning in web-based education. Overall, contributions within this section ask unique, often theoretical questions related to the study of e-collaboration and, more often than not, conclude that solutions are both numerous and contradictory.

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   Qimei Chen, University of Hawaii, USA
   Rick Kazman, University of Hawaii, USA

   Huizhang Shen, Shanghai Jiaotong University, China
   Jidi Zhao, University of New Brunswick, Canada
   Wayne W. Huang, Ohio University, USA
Section VIII. Emerging Trends

This section highlights research potential within the field of e-collaboration while exploring uncharted areas of study for the advancement of the discipline. Chapters within this section highlight evolutions in online communities, nethnography and its role in online interaction, and new models and concepts for online education. These contributions, which conclude this exhaustive, multi-volume set, provide emerging trends and suggestions for future research within this rapidly expanding discipline.

Chapter 8.1. Reconfiguration of Communities in Cyberspace

SungBok Park, Hanyang University, Korea
Ha Sung Hwang, Hanyang University, Korea

Chapter 8.2. Engineering for Interdisciplinary Collaboration

John D. Murphy, University of Nebraska at Omaha, USA
Alanah J. Davis, University of Nebraska at Omaha, USA
Justin M. Yurkovich, University of Nebraska at Omaha, USA

Chapter 8.3. Nethnography: A Naturalistic Approach Towards Online Interaction

Adriana Andrade Braga, Pontifícia Universidade Católica do Rio de Janeiro, Brazil

Chapter 8.4. Supporting CSCW and CSCL with Intelligent Social Grouping Services

Jeffrey J.P. Tsai, University of Illinois-Chicago, USA
Jia Zhang, Northern Illinois University, USA
Jeff J.S. Huang, National Central University, Taiwan
Stephen J.H. Yang, National Central University, Taiwan

Chapter 8.5. A Methodology and Framework for Extending Mobile Transformations to Mobile Collaborations for SMEs

Ioakim (Makis) Marmaridis, IMTG Pty Ltd and University of Western Sydney, Australia

Chapter 8.6. Developing Synergies between E-Collaboration and Participant Budgeting Research

Kevin E. Dow, Kent State University, USA
Ralph H. Greenberg, Temple University, USA
Penelope Sue Greenberg, Widener University, USA

Chapter 8.7. Bridging the Gap Between Web 2.0 and Higher Education

Martin Weller, The Open University, UK
James Dalziel, Macquarie University, Australia

Chapter 8.8. Destructive Creativity on the Social Web: Learning through Wikis in Higher Education

Steve Wheeler, University of Plymouth, UK
Chapter 8.9. Collaborative Technology: Improving Team Cooperation and Awareness in Distance Learning for IT Education

Levent Yılmaz, Auburn University, USA

Chapter 8.10. Student Motivation in International Collaboration: To Participate or Not to Participate?

Janice Whatley, University of Salford, UK
Elena Zaitseva, Liverpool John Moores University, UK
Danuta Zakrzewska, Technical University of Lodz, Poland

Chapter 8.11. A New Model for Online Doctoral Course Development with Faculty Quality Assessment

Thomas M. Schmidt, University of Phoenix, USA
Michael Shaw, SilkWeb Consulting and Development, USA