

Research in Management Consulting **Information Age Publishing**

Series Editor:

Anthony F. Buono
Bentley College

Mission Statement: Research and theory building in management consulting have grown rapidly during the past several years. Complexity and uncertainty in today's fast-paced business world are prompting a growing number of organizations – profit and not-for-profit alike – to seek guidance in their concomitant change efforts. External and internal consultants and change agents have become increasingly visible in most, if not all, organizational change initiatives. Individual consultants and consulting firms are becoming increasingly involved in not only providing organizational clients with advice and new ideas but in implementing those ideas and solutions as well. Yet, despite this rapid growth and influence, management consulting is still often criticized for its mystery and ambiguity.

The basic objectives of this research series are to further the links and dialogue between applied scholars and scholarly practitioners in the consulting field, capturing innovative empirical and conceptual research and field experience, and disseminating the resulting insight to a broad range of practitioners, academicians and organizational executives. Targeted articles will focus on a wide range of topics, encompassing research on: the consulting industry itself, including the management, marketing and expansion of professional services firms; critical examination of current trends in the consulting field; conceptualization and evaluation of intervention techniques and strategies; and reflections on consulting experiences. Interdisciplinary and international perspectives on these different topics are strongly encouraged, as are perspectives from both internal and external consultants and change agents.

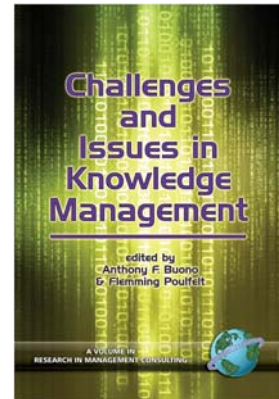
Challenges and Issues in Knowledge Management (Volume 5)

2005

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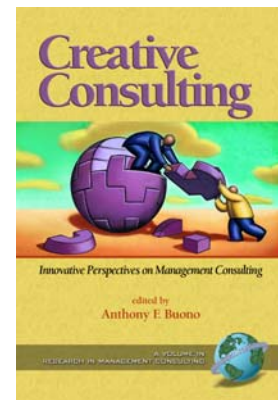
*School. The Fallacy of Simplistic Notions of the Transfer of “Best Practice,” Sue Newell, Bentley College. “Knowing” in the Consultancy Firm: Exploring Knowledge, People, Context and Tools in Action, Elena Bou, ESADE and Alfons Sauquet, ESADE. Co-evolution of Knowledge Management Processes: Project Experience in a Global Engineering Consulting Firm, Antti Ainamo, Helsinki University of Technology. **Part II: Dynamics of Knowledge Sharing and Dissemination.** A Dispersed Repertoire: Exploring Struggles to Knowledge Dissemination within Consultancies, Stefan Heusinkveld, Radboud University Nijmegen and Jos Benders, Radboud University Nijmegen. In Search of Knowledge Sharing in Practice, Lotte Henriksen, Deloitte Denmark. Merging Knowledge: A Study of Knowledge Management in a Consulting-Firm Merger, Markus Ejenäs, Stockholm School of Economics and Andreas Werr, Stockholm School of Economics. Knowledge-Sharing Behavior and Post-Acquisition Integration Failure, Kenneth Husted, University of Auckland Business School Jens Gammelgaard, Copenhagen Business School and Snežina Michailova, University of Auckland Business School. **Part III: Methodological Approaches to Studying Knowledge in Organizations.** Organizational Photography: A “Snapshot” Approach to Understanding Knowledge Sharing, Nicoline Jacoby Petersen, Private Practice and Sille Østergaard, Private Practice. Video-Views of Knowing in Action: Analytical Views “In Situ” in an IT Firm’s Development Department, Sisse Siggaard Jensen, Roskilde University. Complex Project Management in Small High-Technology Firms: Small Firms as Learning Models? Mette Mønsted, Copenhagen Business School. **Part IV: Reflections on Knowledge Management and Management Consulting.** Flaws in the “Engine” of Knowledge Creation: A Critique of Nonaka’s Theory, Stephen Gourlay, Kingston University and Andrew Nurse, Kingston University. Ten Years of Knowledge Management: Ramifications for Consultants, Nicolas Rolland, CERAM Sophia Antipolis, Alice Guilhon, CERAM Sophia Antipolis and Georges Trepo, HEC School of Management. The Wonderful World of Knowledge Management: Does Knowledge Management Really Add Value? Peter Holdt Christensen, Copenhagen Business School. Knowledge and Consultancy, Hans Siggaard Jensen, Learning Lab, Denmark.*



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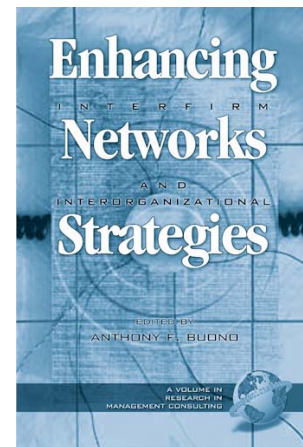
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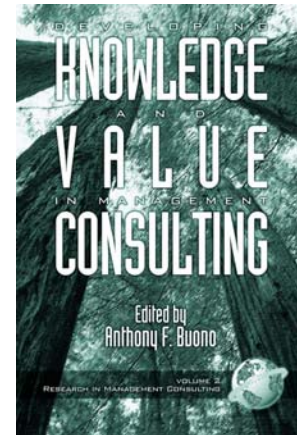
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