



THE EUROPEAN INSTITUTE FOR ADVANCED STUDIES IN MANAGEMENT

NETWORKING SINCE 1971

PLACE DE BROUCKÈRE-PLEIN - 31 - 1000 BRUSSELS - BELGIUM - Tel: 32 2 2266660 - Fax: 32 2 5121929

**WORKSHOP  
ON  
INFORMATION AND ORGANISATIONAL ARCHITECTURE**

**MARCH 9-10, 2012**

**PROGRAMME**

**CHAIRPERSONS :**

Professor Richard M. BURTON  
The Fuqua School of Business - Duke University, Durham - USA

Professor Børge OBEL  
Aarhus School of Business, Aarhus University - Denmark

Professor Dorthe DOJBAK HAAKONSSON  
Aarhus School of Business, Aarhus University – Denmark

**Friday, March 9, 2012**

08:30 – 09:00	<b>Registration</b>
09:00 – 09:30	<b>Introduction Dorthé Dojbak Haakonsson and Rich Burton</b>
09:30 – 10:00	<b>STRATEGY IMPLEMENTATION AND ORGANIZATION: ANALYSIS OF ITALIAN FIRMS</b> <i>TRUANT ELISA, (TORINO UNIVERSITY - ITALY) -</i> Discussant : <i>ALEKSIC MIRIC ANA</i>
10:00 – 10:30	<b>FUNCTIONAL ANALYSIS OF ORGANIZATIONAL ARCHITECTURES</b> <i>WORREN NICOLAY, ( - NORWAY) -</i> Discussant : <i>CARLI GIACOMO</i>
10:30 - 11:00	<b>THE IMPACT OF ORGANIZATIONAL BOUNDARIES ON (RE)BUILDING CAPABILITIES</b> <i>GALVIN PETER, (NORTHUMBRIA UNIVERSITY - U.K.) - STEPHANE TYWONIAK</i> Discussant : <i>MARRAST PHILIPPE</i>
11:00 – 11:30	<b>Coffee Break</b>
11:30 – 12:00	<b>HOW EXTERNAL ACTORS CAN SHAPE FIRMS' DYNAMIC CAPABILITIES: A MULTIPLE CASE STUDY</b> <i>CARLI GIACOMO, (BOLOGNA UNIVERSITY - ITALY) - ALESSANDRO GRANDI</i> Discussant : <i>KJAERGAARD THOMAS</i>
12:00 – 12:30	<b>DESIGNING ALLIANCES TO LEARN</b> <i>ALEKSIC MIRIC ANA, (BELGRADE UNIVERSITY - SERBIA) - RICHARD M. BURTON</i> Discussant : <i>PASCHANE DAVID</i>
12:30 - 14:00	<b>Lunch at the Jardin Indien (Métropole Hotel)</b>

14:00 – 14:30	<p><b>ON DESIGNING ORGANIZATIONAL LEARNING ARCHITECTURE TO COORDINATE INDIVIDUAL AND COLLECTIVE LEARNING PROCESSES: ILLUSTRATIONS FROM THE U.S. MILITARY ORGANIZATIONS</b>  <i>BARBAROUX PIERRE, (CREA - FRENCH AIR FORCE ACADEMY RESEARCH CENTER - FRANCE) - CÉCILE GODÉ</i></p> <p>Discussant : <i>DUPOUËT OLIVIER</i></p>
14:30 – 15:00	<p><b>WHEN THE MIRROR GETS MISTED UP: PRODUCT MODULARITY, INTER-FIRM COORDINATION, AND COMPONENT TECHNOLOGICAL CHANGE</b>  <i>CABIGIOSU ANNA, (UNIVERSITY OF VENICE - ITALY) - ARNALDO CAMUFFO - ANDREA FURLAN</i></p> <p>Discussant : <i>GALVIN PETER</i></p>
15:00 – 15:30	<p><b><i>Coffee Break</i></b></p>
15:30 – 16:00	<p><b>PERFORMANCE LEADERSHIP</b>  <i>DAVID PASCHANE, (UNIVERSITY OF MARYLAND - COLLEGE PARK - U.S.A.) -</i></p> <p>Discussant : <i>LEJEUNE ALBERT</i></p>
16:00 – 16:30	<p><b>GREEN ORGANIZATIONAL ARCHITECTURE: WHAT COULD IT BE?</b>  <i>LEJEUNE ALBERT, (QUEBEC UNIVERSITY AT MONTREAL - CANADA) -</i></p> <p>Discussant : <i>LEWIN ARIE Y.</i></p>
16:30 – 17:00	<p><b>STREAMLINING THE PUBLIC SECTOR – AN ACCIDENTAL MODERNIZATION? STRUCTURAL NEW PUBLIC MANAGEMENT INITIATIVES IN THE DANISH POLICE. ORGANIZATIONAL AND STRATEGIC CONSEQUENCES.</b>  <i>DEGNEGAARD REX, (COPENHAGEN BUSINESS SCHOOL - DENMARK) - SOREN JENSEN</i></p> <p>Discussant : <i>VAN ITERSON AD</i></p>
17:00 – 17:15	<p>PRESENTATION OF THE “ <b>JOURNAL OF ORGANISATION DESIGN</b>”</p> <p><i>SNOW CHARLES &amp; OBEL BORGE</i></p>
19:00	<p><i>DINNER (optional)</i></p>

**Saturday, March 10, 2012**

09:00 – 09:30	<b>DIRECTING ATTENTION, ORGANIZATION DESIGN AND THE MEDIATING ROLE COMPLEMENTARITIES AMONG ROUTINES</b> <i>LEWIN ARIE Y., (DUKE UNIVERSITY / FUQUA SCHOOL OF BUSINESS - U.S.A.) - SILVIA MASSINI,CARINE PEETERS,HENK VOLBERDA</i>  Discussant : <i>WEISS MARCO</i>
09:30 - 10:00	<b>TRANSFORMERS: IMPROVISING WITH LARGE COMPLEX ORGANIZATIONS</b> <i>KLAAS PETER, (AARHUS UNIVERSITY, BUSINESS AND SOCIAL SCIENCES - DENMARK) -</i>  Discussant : <i>VANHARANTA HANNU</i>
10:00 - 10:15	<b><i>Coffee Break</i></b>
10:15 – 10:45	<b>ORGANIZATIONAL DESIGN RULES: EXISTING AND NEW ONES FOR THE FUTURE USING A “WHAT MIGHT BE” LOGIC</b> <i>OBEL BORGE, (AARHUS UNIVERSITY - DENMARK) - RICH BURTON</i>  Discussant : <i>WORREN NICOLAY</i>
10:45 – 11:15	<b>THE CONTEXT AND DESIGN OF ENTREPRENEURSHIP POLICY IMPLEMENTATION STRUCTURES – AN EXPLORATORY CASE STUDY</b> <i>NIELSEN PIA SCHOU, (UNIVERSITY OF SOUTHERN DENMARK - DENMARK) -</i>  Discussant : <i>TRUANT ELISA</i>
11:15 - 11:45	<b>PHYSICAL PROXIMITY, DISTANCE, AND CONTROL: CIVILIZING PROCESSES IN ORGANIZATIONS</b> <i>VAN ITERSON AD, (MAASTRICHT UNIVERSITY - NETHERLANDS) -</i>  Discussant : <i>AVADIKYAN ARMAN</i>
11 : 45 – 12:15	<b>PROJECT PORTFOLIO MANAGEMENT - EFFICIENCY IN DESIGN AND IMPLEMENTATION</b> <i>WEISS MARCO, (FRANKFURT UNIVERSITY - GERMANY) -</i>  Discussant : <i>CABIGIOSU ANNA</i>
12:15 – 13:15	<b><i>Lunch at the Jardin Indien (Métropole Hotel)</i></b>

13:15 – 13:45	<p><b>FROM THE GRASS-ROOTS LEVEL TO COLLECTIVE UNDERSTANDING - EXPERIENCES WITH A NEW MANAGEMENT AND LEADERSHIP ARCHITECTURE</b>  VANHARANTA HANNU, (TAMPERE UNIVERSITY OF TECHNOLOGY - FINLAND) - JUSSI KANTOLA</p> <p>Discussant : BARBAROUX PIERRE</p>
13:45 – 14:15	<p><b>ENTERPRISE ARCHITECTURE AND FORMAL ONTOLOGIES</b>  LIPITSAINEN ARVO, (HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES - FINLAND) -</p> <p>Discussant : NIELSEN PIA SCHOU</p>
14:15 – 14:30	<p><b>Coffee Break</b></p>
14:30 – 15:00	<p><b>FOR AN ORGANIZATIONAL TIMES DESIGN PERSPECTIVE: A GALILEAN PARADIGM FOR MODERN RATIONALIZATIONS DUE TO THE ALIGNMENT OF IT AND ORGANIZATIONAL STRATEGIES.</b>  MARRAST PHILIPPE, (UNIVERSITY OF TOULOUSE III PAUL SABATIER - FRANCE) -</p> <p>Discussant : SNOW CHARLES</p>
15:00 – 15:30	<p><b>R&amp;D INVESTMENT CRITERIA TO COPE WITH UNCERTAINTY: A REAL OPTION REASONING SIMULATION MODEL</b>  DUPOUËT OLIVIER, (BORDEAUX SCHOOL OF MANAGEMENT (ESC) - FRANCE) - ARMAN AVADIKYAN</p> <p>Discussant : LIPITSAINEN ARVO</p>
15:30 – 15:45	<p><b>Conclusion</b></p>