



**Proceedings of the  
18th Australasian Conference on  
Information Systems Doctoral Consortium**

Toowoomba, Queensland  
4 December 2007

Edited by  
Dr Wui-Gee TAN

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# Welcome from the Conference Chair

Welcome to the Australasian Conference on Information Systems Doctoral Consortium!

As you know, ACIS is the premier conference for Australasian academics, and it would be incomplete without the doctoral consortium. I know the organisers of the doctoral consortium have put a tremendous effort into the program to ensure that the students attending will profit as much as possible from the event. Time is precious for a PhD student in Information Systems, but I am sure that you will find that time spent at this event was time well spent.

As doctoral students in Information Systems, you are the future of the Information Systems community. As such, you can be certain that we have carefully considered the best way to nurture you in this vital stage. The session leaders have all been specifically invited to attend the doctoral consortium because of their experience and expertise in working with doctoral students. They are indisputably some of Australasia's best Information Systems academics and we are very pleased that they accepted our invitation to participate in the doctoral consortium. I would like to take this opportunity to acknowledge and thank them all for the wonderful contribution they are making, and I am certain that you will benefit tremendously from the advice and guidance that they offer you. They are all extremely busy people, dedicated teachers and researchers, and all of them are enthusiastic about working with doctoral students.

I trust you will have an enjoyable visit to Toowoomba and USQ, and find the experience of the doctoral consortium a rewarding one. I hope you can extend your visit and join us at the conference. This would provide you with the opportunity to meet Information Systems academics from around the globe, and perhaps meet people with whom you might wish to work and research, and perhaps meet people with whom you might wish to work and research.

**Dave Roberts**

## **Foreword by Doctoral Consortium Chair**

I am extremely pleased to write this foreword to the ACIS'07 Doctoral Consortium student submissions. Many thanks to Wuigee Tan and all involved for the compilation of this document and all local arrangements. This may be my final communication with the participating students in advance of the Consortium on 4 December 2007.

The consortium has evolved into what is looking like being an excellent event. We have a particularly strong, senior and experienced team of academics leading the tracks, whom we thank sincerely for giving of their valuable time.

We congratulate the participating students, and convey apologies to those students we were unable to accommodate. We are confident the consortium will be a memorable experience for the student participants, and of substantial value to the quality and completion of their respective PhDs.

We accepted 21 students, who have been organised into 4 tracks, each of which will be lead by 2 academics. We are pleased to note two students participating from New Zealand, and 1 each from Malaysia, the UK, Switzerland and Germany. We are pleased also with the diversity of PhD topics, reflecting the range of important ideas being pursued by the discipline.

I believe I represent all involved and regional IS more broadly when I acknowledge these students as representing the future of our discipline. The ACIS Doctoral Consortium is a particularly important opportunity for us all to 'raise the bar' a little; to strive for that little bit more rigour and to exact that little bit more relevance. IS as a discipline has come a tremendous distance in its brief 40 year existence. Nonetheless, the discipline must continue to grow, evolve and improve; to gain increased visibility and legitimacy. We salute the ACIS'07 Doctoral Consortium students, as they surge forward to fulfil this goal.

**Professor Guy Gable**

# Doctoral Consortium Schedule

<b>08:00 – 08:30</b>	Registration
<b>08:30 – 08:45</b>	Opening by Doctoral Consortium Chair
<b>08:45 – 09:45</b>	Session #1 x 4 Tracks
<b>09:45 – 10:00</b>	COFFEE BREAK
<b>10:00 – 11:00</b>	Session #2 x 4 Tracks
<b>11:00 – 12:00</b>	Session #3 x 4 Tracks
<b>12:00 – 13:00</b>	LUNCH Keynote Speech by <i>Professor Dubravka Cecez-Kecmanovic</i>
<b>13:00 – 14:00</b>	Session #4 x 4 Tracks
<b>14:00 – 15:00</b>	Session #5 x 4 Tracks
<b>15:00 – 15:15</b>	COFFEE BREAK
<b>15:15 – 16:15</b>	Session #6 x 1 Tracks
<b>16:15 – 16:45</b>	Presentation by recently completed PhD student
<b>16:45 – 17:00</b>	Closing
<b>17:00 – 18:30</b>	Cocktails at USQ Japanese Garden

# **Academic Participants**

## **Doctoral Consortium Chair**

**Prof Guy Gable**, Queensland University of Technology

## **USQ Organising Team**

**Dr Wui-Gee Tan** (Local Arrangements Chair)

**Abdul Hafeez-Baig**

## **Session Leaders**

**Dr Deborah Bunker**, University of New South Wales

**Prof Dubravka Cecez-Kecmanovic**, University of New South Wales

**A/Prof Julie Fisher**, Monash University

**Prof Shirley Gregor**, Australian National University

**Prof Igor Hawryszkewyz**, University of Technology, Sydney

**Dr Jon Heales**, University of Queensland

**Prof Graham Pervan**, Curtin University of Technology

**Prof Felix Tan**, Auckland University of Technology

# **Student Participants**

**Babak Abedin**

**Mazen Ali**

**Basil Alzougool**

**Chanissara Arjpru**

**Nargiza Bekmamedova**

**Chua Bee Bee**

**Jocelyn Cranefield**

**Fiona Darroch**

**Katharina Krell**

**Li Manning**

**Alan Litchfield**

**Alexander Loebbert**

**Li Niu**

**Nurhizam Safie Bin Mohd Satar**

**Stephan Seidel**

**Ian Stoodley**

**Felix Tan**

**Robyn Watters**

**Kristin Wende**

**Wu Ming-Chien (Mindy)**

**Richard Zanner**



# Investigating Non-Pedagogical Sociability of Asynchronous Computer Supported Collaborative Learning Environments

**Babak Abedin**

Principal Supervisor: Dr. Farhad Daneshgar  
Associate Supervisor: Dr. John D'Ambra

## **Abstract**

*While technologically Computer Supported Collaborative Learning (CSCL) systems have been considerably improved during previous years, studies show that social dimension of CSCL is often neglected or assumed would be happen automatically just by creating such virtual learning environments. This research investigates non-pedagogical social side of CSCL and proposes a model to identify students' social needs and factors that effect non-pedagogical sociability of CSCL.*

## **Keywords**

Sociability, Computer Supported Collaborative Learning, Social needs.

# Understanding IOS adoption maturity: A Dyadic approach

Mazen Ali

Principal Supervisor: Sherah Kurnia  
Associate Supervisor: Assoc. Prof. Robert B. Johnston  
Associate Supervisor: Prof Graeme Shanks

## Abstract

*Interorganizational Systems (IOS) adoption requires cooperation and collaboration between trading partners and, therefore, is reliant on the nature of their relationships. There has been some research that investigates relationships and how organizations progress from one level to the next level of IOS adoption. However, these studies do not adequately justify the exclusion of other variables and are not theoretically based. Furthermore, these studies do not precisely define the important constructs needed to understand progression of IOS. The objectives of this project is to (a) justify the exclusion of other variables (b) define the important constructs (c) verify the constructs appropriateness to investigate progression of IOS. This research proposes to conduct a number of case studies with dyadic pairs of organizations in Australia and Bahrain using semi structured and structured interviews. With this model, we can better understand how organizations progress from one level of sophistication to the next.*

## Keywords

Interorganizational Systems (IOS), EDI, Interorganizational relationships, Maturity.

# **Information Needs, Behaviours and Sources of Informal Carers: Conceptualisation of the Experiences of Informal Carers**

**Basil Alzougool**

Principal Supervisor: Dr. Shanton Chang  
Associate Supervisor: Dr. Kathleen Gray

## **Abstract**

*This research proposal describes the approach to investigate information needs, behaviours and sources of informal carers. It develops a framework and categorises the information needs of informal carers into four initial groups. One or more of these initial four groups are represented, conceptualised and abstracted on four more abstract levels. Each abstract level or group has both its pattern of information behaviour and its type of information source and channel depending on the information need itself and the circumstances of informal carers.*

## **Keywords**

Information Needs, Information Behaviour, Health Information Systems, Carers.

# **What factors motivate users to continue to use an Information System? A Continuous Usage Model**

**Chanissara Arjpru**

Principal Faculty Supervisor: Dr. Bernard Wong  
Co-Supervisor: A/Prof. David Wilson

The success of an Information System can be measured at different life times of its implementation. Information System adoption is just the first step toward overall success. An Information System implementation can truly be considered as a “success” when a significant number of users have moved from an initial adoption to using the Information System on a continued basis. The lack of an Information System continuous use is shown by previous research to be one of the major causes for Information System project failure. To lessen the risks of failing an Information System project, organizations need to be able to accurately predict the outcome of their development efforts. The earlier this prediction can be made in the development stage of an Information System project, the more likely it is that the changes needed to facilitate a successful system can be made. Past studies identified the major reasons for the lack of a continuous use of an Information System are due to its inability to meet the user expectations, to satisfy users and to avoid user dissatisfaction. Lack of awareness and understanding of user expectations, user satisfaction and user dissatisfaction will result in implementing a system in which users discontinue to use or limit its utilization.

The aim of this study is to investigate the role of expectations, satisfaction and dissatisfaction on a continuous use of an Information System that can be applied to a particular group of users in an organization. This is by proposing and testing a new model of an Information System continuous usage. The main research question is “How do expectations, satisfaction and dissatisfaction influence users to continue to use an Information System?”. The objectives of this study are:

- To investigate the relationship among variables in a proposed model. These variables are expectation, satisfaction and dissatisfaction.
- To identify the variables that can be significant predictors of an IS continuous usage.
- To distinguish continued users from discontinued users.

The outcome from this study is to produce an effective model of Information System continuous usage, with an aim of motivating future researchers to continue expanding the model capabilities. This is to better predict the likelihood of a continuous usage behavior among particular group of users, for an overall aim of increasing the use of an Information System. The contribution of this study is to create an understanding of the factors motivating the use of an Information System as well as the reasons for them so that Information System management can then be able to implement effective strategies to increase the use of an Information System.

# Exploring the Complexity in Dynamically Balancing Structural Controls and Trust in IS Sourcing Relationships

Nargiza Bekmamedova

Principal Supervisor: Assoc Prof Judy McKay

Associate Supervisor: Dr Adi Prananto

## Abstract

*The focus of the research is to investigate the complexities in conceptualizing balance between trust and structural controls within the IS sourcing relationship; to explore how cross-cultural and geographical factors may impact on the balance required and foremost, what changes are likely to occur in trust notion throughout the IS sourcing relationship and how the seeking balance may relate to the process of achieving outcomes in the frame of sourcing strategy. To address these issues, the project will apply mainly qualitative research method with multiple case studies approach. Overall, the research provides both a theoretical contribution to the knowledge of IS sourcing phenomenon and practical insights in terms of providing better ideas to organizations as to how they may improve the prospects for success in outsourcing arrangements.*

## Keywords

Information Systems Outsourcing (ISO), contracts, structure, trust, balance.

# **A Model for Estimating the Effort Needed for Requirements Changes During the Development of a Software Product.**

**Bee Bee Chua**

Principal Supervisor: Professor Darren Dalcher  
Associate Supervisor: Professor June Verner

## **Abstract**

Requirements changes are normally reviewed by change control committees who examine costs and consider consequences of additions, deletions and modifications to a piece of software. In order to estimate the person effort required for a change, it is important to understand the reasons for the change as the nature of a change is characterized by its attributes which may be inherited and may be internal or external. The activities involved in supplying information for, and approving a requirements change can be time-consuming and complicated.

As a result, there is a need to understand the relationships between requirements change characteristics and their attributes, and the level of effort. This thesis presents a framework designed to address requirements change relationships. The contributions of this thesis are two fold; firstly, it is to improve the process of reviewing and approving requirements changes by change management committees. Secondly, it is to assist project managers in better planning for requirements changes through more accurate estimation.

## **Keywords**

Requirements changes, requirements characteristics and attributes, project effort and effort estimation.

# The Role of Online Communities of Practice in the Transfer & Embedding of Effective Teaching Practice

Jocelyn Cranefield

Principal Supervisor: Associate Professor Pak Yoong

Associate Supervisor: Professor Sid Huff

## Abstract

New Zealand's government has invested in building a 'knowledge base' in education and embarked on a strategic process of *embedding* this knowledge across the school system. Knowledge, based on 'evidence about what works' in education, is seen as a driver of system-wide change. The priority is to build effective teaching practice, thereby improving educational equity and student outcomes. Communities of Practice (CoPs) are seen as playing a key role in achieving this goal.

The purpose of my research is to identify *how* online CoPs facilitate the transfer and embedding of professional knowledge. I also aim to elucidate the process of *embedding* and identify the technologies, roles, and other factors that contribute to it. My research is guided by the question: *How do online CoPs facilitate the transfer and embedding of professional knowledge?* I am conducting an interpretive study using an exploratory Case research strategy. The Case is a government programme that aims to integrate ICT into teaching practice while building effectiveness.

## Keywords

Knowledge, effective practice, knowledge transfer, knowledge management, community of practice, virtual community.

# On The IS Academic-Practitioner Divide: Diagnosis, Exploration, and Action Research

Fiona Darroch

Principal Supervisor: Prof Mark Toleman  
Associate Supervisor: Prof Peter Swannell

## Abstract

*This is a study of the Information Systems (IS) academic-practitioner relationship divide, a key aspect of what has been termed the 'IS crisis'. The extensive literature which describes causes of, and proposed solutions to the divide, has been formed into a structured review. The literature is almost exclusively opinion pieces, and is lacking in empirical evidence. An extension of the literature review forms the base of the theoretical framework, which describes how highly effective academic-practitioner relationships may function. Two Action Research (AR) cases will be used to test the efficacy of the theoretical framework, and provide empirical evidence. Key aspects of the research design, including the AR cases, considerations of research rigour, and sources of evidence are discussed.*

## Keywords

Academic-Practitioner Relationship, IS Crisis, Action Research, IS Relevance, IS Theory.



# Adoption of Information Systems: The Effects of Institutional Pressure

Katharina Krell

Principal Supervisor: Dr. Sabine Zumpé  
Associate Supervisor: Associate Prof Dr. Fiona Rohde

## **Abstract**

*Global competition and continuous innovation force firms to adjust to changing business environments. The adoption of information systems (ISs) is thereby a major challenge that firms are facing. This thesis aims at developing new insights into IS adoption by referring to DiMaggio and Powell's concept of institutional pressure. A model is developed that shows how institutional pressure affects adoption success. To test the model, a two-stage research design is proposed.*

## **Keywords**

Institutional Theory, Isomorphism, Adoption, Information Systems, Enterprise Resource Planning Systems.

# Online Government Service Delivery with Intelligent Support Systems (ISS)

Manning Li

Supervisor (Chair of Panel): Professor Shirley Gregor

Supervisor: Dr. Sigi Goode

Adviser: Dr. Dennis Hart

## Abstract

*In order to maximize the latent benefits brought about by e-government, governments need to strive for a higher stage in their e-government initiatives- providing citizens with interactive and deep transactions. One of the key aspects that could greatly improve this deep transaction process is citizens' "self-service", which to a large extent could be facilitated by online ISS (Dayal and Johnson, 2000). This study seeks to identify and empirically test the potential value that Web-based ISS tools on government web sites could bring about in society.*

## Keywords

Intelligent Support Systems (ISS), e-government, service delivery, decision making.

# The Semantics of Work in a Work System: A Pragmatic Philosophy of Information Systems

Alan T Litchfield

Principal Supervisor: Dr Brian Cusack, BSc, MA(Hons) Auck.,  
PhD New England, AdvDipTchg.

Associate Supervisor: Professor Ajit Narayanan, BSc, Aston, PhD. Exeter

## **Abstract**

*What is the meaning of work in relation to Alter's Work System Framework? Does the conception of the Work System express accurately the use of Information Systems in the twenty first century, those that make increased use of alternative ontologies? A brief history of the term Work System its philosophical underpinnings are identified and the term is then examined in relation to CS Peirce's pragmatism, as a philosophical foundation to further research into establishing a pragmatic philosophy of Information Systems.*

## **Keywords**

Work System, pragmatism, Alter, Peirce, Web 2.0.

# **A Business Intelligence System for Automated Pricing in Multi Store Grocery Chains**

**Alexander Loebbert**

Principal Supervisor: Prof Gavin Finnie

## **Abstract**

*This research is about building on the advances in Business Intelligence to design and implement an automated pricing system for multi-store grocery chains. Aim is it to utilise known pricing concepts and approaches and combine these in a BI system to support retail chains to support grocery chains in their pricing decisions. Support means to automate these decisions, as current practices are labour intensive and often not optimal under consideration of costs, customer, competition and other market influences. Since Pricing Decision Support Systems already exist in theory and practice, focus of this research lies on the outcome quality and reliability and how the BI system decides which price to choose. Further crucial elements for an automated system are the ability to handle inconsistent data and the detection of possible price wars.*

## **Keywords**

Business Intelligence, Automated Pricing, Retail, Data Mining, Decision Automation.

# Cognition-Driven Decision Process for Business Intelligence

Li Niu

Principal Supervisor: A/Prof Jie Lu  
Associate Supervisor: Dr Guangquan Zhang

## **Abstract**

High degree of user-centered human-computer interaction is the key for successful decision making, particularly in complex situations with ill-defined goals, uncertainty, time pressure and high personal stake. Rather being offered effective decision support, the user of current business intelligence systems tend to feel missing within torrents of business data. Standing on the theory of naturalistic decision making (NDM), we believe situation awareness and mental models are as important for business management as traditional NDM application domain. Based on this point of view, this research is an attempt toward cognitive orientation in business intelligence through employing information systems technologies to help business managers develop and enrich situation awareness and mental models. The cognitive orientation is implemented within a cognition-driven decision process model for enhancing the analytics of current business intelligence.

## **Keywords**

Decision support systems, business intelligence, situation awareness, mental models.

# An Investigation on the Relationship Between e-Learning Usability Attributes Towards Motivation to Learn

Nurhizam Safie Bin Mohd Satar

Principal Supervisor : Assoc. Prof. Dr. Mohd Adam Suhaimi

Associate Supervisor : Asst. Prof. Dr. Husnayati Hussin

## ABSTRACT

*This paper reports the research of the empirical evaluation of e-learning usability attributes towards motivation to learn among Open University Malaysia (OUM) learners.*

*Factors such as learners' diversity, technological variety and learners' knowledge gap in using e-learning are some of the significant universal usability challenges need to be considered when conducting the e-learning usability evaluation. Pedagogical usability also need to be considered while developing e-learning application. Traditional usability measures of effectiveness, efficiency, satisfaction and cognitive learning factors are no longer adequate for newer contexts of e-learning usage. It is critical that e-learning developers assess affective dimension, in which the learners may experience while interacting with e-learning. To this end, motivation to learn, which is one of the affective aspect, has been identified as a new usability measurement. A theoretical framework has been developed to investigate the relationship between e-learning usability attributes and learning motivation.*

**Keywords:** usability, usability attributes, e-learning, motivation to learn.

# Creativity-Intensive Processes – Building Theory from Interpretive Case Studies

Stefan Seidel

Principal Supervisor: Prof Jörg Becker  
Associate Supervisor: Prof Michael Rosemann

## Abstract

*This paper discusses an exploratory study on the concept of the Creativity-intensive Process. It has been motivated by exploratory case studies within the Creative Industries where it became apparent that Creativity-intensive Processes significantly differ from conventional business processes: they have a low level of repeatability, typically are high value-add processes, are knowledge-intensive, involve creative persons, have an extremely high demand for flexibility and are consequently characterized by particular (creative) risks. Creativity (or innovation as applied creativity) is a core competitive factor in contemporary organizations. The aim of this research is to develop a theory of Creativity-intensive Processes that is grounded in the data and that is primarily explaining and predicting. It is sought, that such theory can inform organizational change as well as the development of new and the adaptation of existing information systems artefacts to support processes in creative environments.*

## Keywords

Creativity, Case Study Research, Interpretive Research, Grounded Theory, Business Process Management.

# IT Professionals' Experience of Ethics and its Implications for IT Education

Ian Stoodley

Principal Supervisor: Prof Christine Bruce

Associate Supervisors: Assoc Prof Sylvia Edwards, Dr Trevor Jordan,  
Prof Alan Underwood

## Abstract

*This research is aimed at developing a framework for preparing and supporting IT professionals as they practice ethics in a complex environment. It complements other research, by focussing on professionals' own experience and by exploring this experience in depth. Variation Theory and Phenomenography form the basis for this project – eliciting and representing the relationship between IT professionals and the object of their experience, ethics. Participants were invited to participate, based on a 'Model of Evolving IT' which maps the IT space along an information-technology continuum and an artefact developer-artefact user continuum. Preliminary analysis has revealed two groups of experiences of ethics, one group defined by the proximity of the beneficiaries and the other group defined by the degree of personal ownership of responsibility. It is anticipated that the result will be a proposal for IT professional ethics formation and support, relevant to professional development and tertiary education.*

## Keywords

Ethics, Information Technology, Professionalism, Phenomenography, Education.



# Reconceptualizing Usage for Contemporary Information Systems (ERP) Success

Felix Ter Chian Tan

Principal Supervisor: Dr Darshana Sedera  
Associate Supervisor: Prof Guy Gable

## Abstract

*Despite system usage being an important variable in IS research over the last three decades, IS researchers have in the past, attempted and failed to capture the complex iterative processes behind this adoption of new technology. Though suited and common in studies of functional and transactional systems, the candidate argues that system usage; in its present form, is inadequate to represent the dynamic processes that occur between the user and more advanced technologies such as Enterprise Resource Planning (ERP) systems. Consequently, the candidate suggests Interaction as an all encompassing dimension that extends beyond the previously popular quantitative usage measures. This study's objective is to contribute a new approach towards conceptualizing the Interaction between users and contemporary information systems in an IS success domain. The candidate does this by leveraging Adaptive Structuration theory to introduce dimensions of structures, Interaction and impacts, and a comprehensive set of Interaction measures for operationalization.*

## Keywords

Interaction, Appropriation, Adaptive Structuration Theory, IS Success, ERP.

# **Achieving Integration of the Regulatory Environment: an action research approach in a military environment**

**Robyn Watters**

Principal Supervisor: Dr Andrew Wenn  
Associate Supervisor: Dr Edward Lewis

## **Abstract**

*The aim of this study is to develop an enterprise architecture framework that promotes a common understanding of the enterprise and the regulatory environment. In the absence of any explicit enterprise architectures, the Generalised Enterprise Reference Architecture and Methodology (GERAM) has been identified as the theoretical model. An evaluation of GERAM will be undertaken to determine its usefulness to solve a specific problem. This is a novel research area that will contribute to the enterprise architecture body of knowledge by extending the application of the GERAM framework. As an adjunct to this the research outcome will provide organisations with a comprehensive means of analysing, communicating, and managing regulatory frameworks. The feasibility of the study will be demonstrated within a military organisation using an action research methodology.*

## **Keywords**

Enterprise Architecture, Business Process Management, Regulatory Framework, Change Management.

# A Methodology for Establishing Corporate Data Governance

Kristin Wende

Principal Supervisor: Prof Dr Hubert Österle  
Associate Supervisor: Prof Dr Walter Brenner

## Abstract

*Enterprises need data quality management (DQM) to respond to strategic and operational challenges demanding high-quality corporate data. Hitherto, companies have assigned accountabilities for DQM mostly to IT departments. They have thereby ignored the organisational issues that are critical to the success of DQM. With data governance, however, companies implement corporate-wide accountabilities for DQM that encompass professionals from business and IT. The thesis develops a methodology for establishing data governance in corporate structures. The basis of the methodology is a data governance model comprised of three components: Data quality roles, decision areas, and responsibilities build a matrix comparable to an RACI chart. The data governance model documents the data quality roles and their type of interaction with DQM activities.*

## Keywords

Data Quality Management, Data Governance, Data Governance Model, Contingency Theory, Method Engineering.

# **Extending Enterprise Architecture with Mobility to Create Mobile Enterprise Architecture (M-EA)**

**Ming-Chien (Mindy) Wu**

Principal Supervisor: Dr. Bhuvan Unhelkar

Associate Supervisor: Dr. Robyn Lawson

## **Abstract**

*This paper describes the approach to extend the Enterprise Architecture (EA) to incorporate mobility. It focus on reusing information, processes, resources, and services to provide the clearly technology direction to enterprise. Extension EA with mobility, it is argued, will equip the modern business with location and time independence in terms of providing for effective and personalized internal and external business. Mobile Technologies (MT) include wireless networks, handheld devices and mechanisms to store and present contents. This paper describes a strategic approach to extending EA with adoption of MT and the validation of that approach through an implementation framework called Mobile Enterprise Architecture (M-EA).*

## **Keywords**

Information and Communications Technologies (ICT), Enterprise Architecture (EA), Service Oriented Architecture (SOA), mobile technologies (MT), Mobile Enterprise Architecture (M-EA).

# **An Analysis of Knowledge in Practice Within the Organisation in Transition**

**Richard Zanner**

Principal Supervisor: A. Prof. Frada Burstein  
Associate Supervisor: Dr. Henry Linger

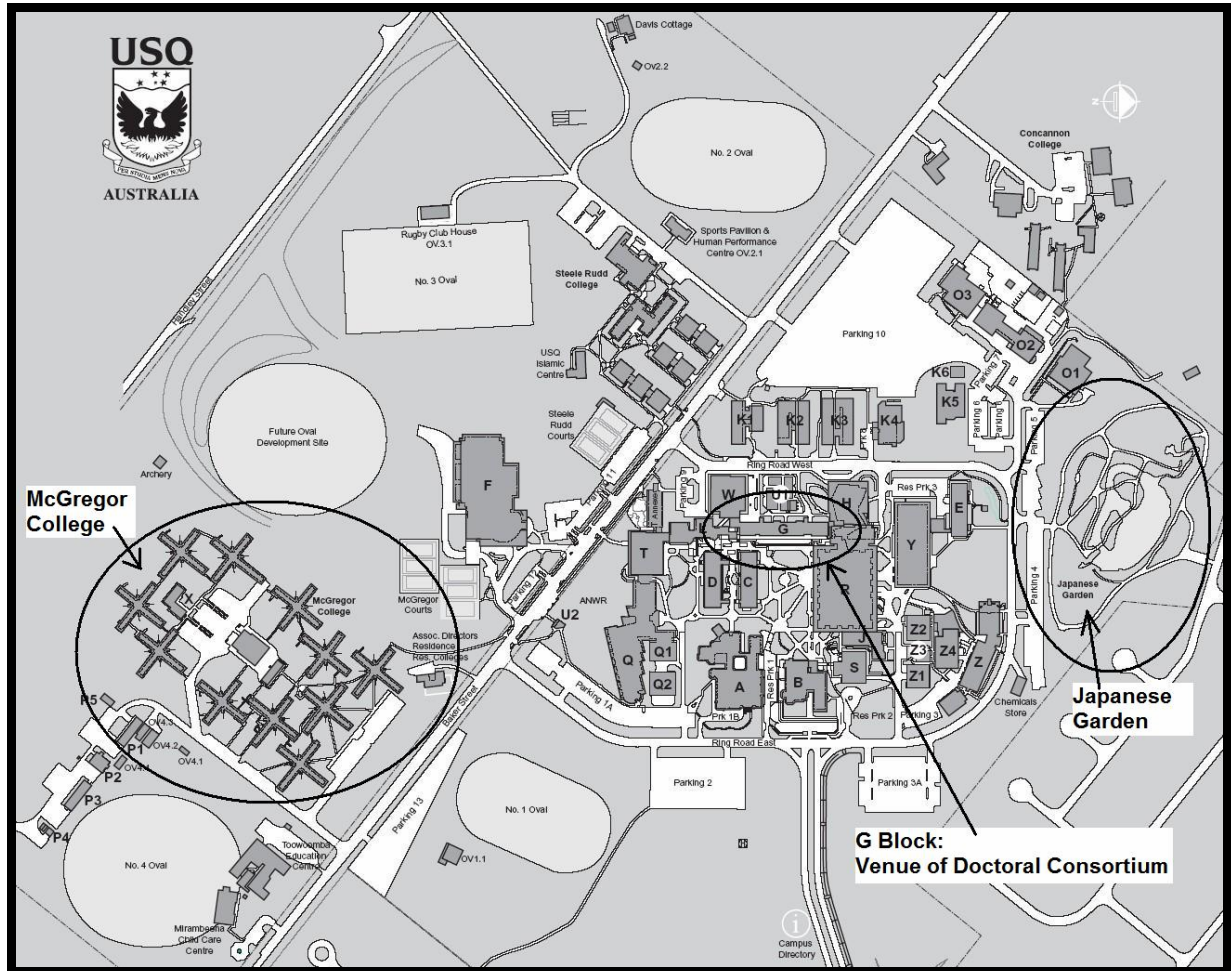
## **Abstract**

*Knowledge management has long departed its novelty phase for both, researchers and practitioners alike. Studies have centred around the major knowledge management processes in organisations during their normal modes of operation. A subject of much lesser inquiry, is the study of organisations as they depart these normal states and undergo transformation. The purpose of this thesis is to investigate knowledge in the organisation during a period of transition as the organisation transforms from one state into another. Specifically, the study seeks to determine the impact by organisational transformation on knowledge and the role of knowledge management in the transformation process. The thesis is grounded in the knowledge-based view of the firm (KBV) which considers knowledge as the prime resource, able to offer the firm differentiation towards competitive advantage. Theories of punctuated equilibrium and an open system's perspective are used to describe the firm as an organised system in a hyper-competitive environment in which it must survive. To address the research questions, data is collected from a case study of a company that has recently undergone a significant acquisition.*

## **Keywords**

Knowledge management (KM), knowledge work, organisation, strategy, knowledge based view (KBV), punctuated equilibrium, transformation, mergers and acquisitions, practice.

# Appendix 1: Campus Map



## Appendix 2: Cross-Reference Table of Students/Academics with Tracks/Page

Surname	Given	University	Country	Other	Page
<b>Track A Leaders: Professors Julie Fisher &amp; Graham Pervan</b>					
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Cranefield	Jocelyn	Victoria U of Wellington	New Zealand	School of Information Management	61
Li	Manning	Australian National U	Australia	School of Accounting & Business IS	91
Nurhizam	Safie Bin Mohd Satar	International Islamic U Malaysia	Malaysia	Dept of IS, Fac of Info & Communication Tech	125
<b>Track B Leaders: Professors Dubravka Cecez-Kecmanovic &amp; Shirley Gregor</b>					
Ali	Mazen	U Melbourne	Australia	Dept of IS	17
Bekmamedova	Nargiza	Swinburne U of Technology	Australia	Fac of Info & Communications Tech	45
Krell	Katharina	U Queensland	Australia	School of Business	81
Litchfield	Alan	Auckland U of Technology	New Zealand	School of Computer & Mathematical Sciences	97
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