Knowledge and Organisational Learning Theme Group Annual Report (2017-18)

Theme Group Leader: Professor Alice Lam

The Knowledge and Organisational Learning (KOL) group brings together staff and doctoral students at the School of Management who share a common interest in understanding how organisations learn, create and utilize knowledge, and respond to the challenges of new technology and globalisation. Our research adopts a cross-disciplinary approach, drawing on the expertise of colleagues from organisation studies and human resource management, technology and information management, innovation studies, and strategic management and international business. The group provides an intellectual space in which staff, students and visiting researchers can work together in a supportive environment. It acts as a link between various collaborative projects and the focus for external engagement with a wide range of academic and non-academic stakeholders.

The KOL Group organized six research events this year, including four Research Seminars given by eminent external/international speakers (Dr. G. Prayag, University of Canterbury, New Zealand; Dr K. Yoshikawa, London School of Economic and Shanghai Jiao Tong University, China; Professor S. Schmidt, Leibniz Institute for Research on Society and Space, Berlin; and Dr O. Goriunova, Department of Media Arts, Royal Holloway). We also held a Knowledge Frontier Roundtable discussion in February where KOL colleagues discussed their leading edge research ideas and project proposals. One of the proposals presented at the Roundtable has been submitted to the ESRC in August 2018. In June, the group held a One-Day Research Workshop attended by 25 staff members/doctoral students and several external associate members.

KOL members continue to publish their work in top-ranked journals (ABS 3 and 4) across a range of disciplines. Some notable publications in the last two years include: Neil Conway’s work on ‘calling and working hours’ in Journal of Occupational Health Psychology (2017, ABS 4); John Hagedoorn’s study on ‘Contractual governance and the choice of dispute resolution-mechanisms’ in Research Policy 2018, ABS4); Alice Lam’s work on ‘creative artists’ boundary-crossing careers and knowledge brokering’ in a special issue on Creativity in Arts and Science in Environment and Planning A (2017;

Several KOL members have been successful in obtaining external research grants. These include: Huaichuan Rui’s project with colleagues at Sussex University on ‘Trust, Global Traders, and Commodities in a Chinese International city’ is funded by the ERC (2016-2020); and Chloe Preece is the co-investigator of a BA/Leverhulme funded project on ‘Possessing and Being Possessed: Managing Agency in the Liminal Self’ (2018-2020). Preece is also the named researcher on a £6.8 million AHRC Creative Clusters grant (2018-2022) across the College, led by Prof. James Bennett in Media Arts.

The Group also uses seedcorn funding to stimulate novel projects and encourage external engagement activities. Neil Conway’s project on ‘the calling of Church of England clergy’ has led to a clergy practitioner impact case study for REF 2020. Amany Elbanna organized a successful KOL-sponsored practitioner engagement workshop, entitled ‘Social Media for Emergency Management: Innovation at difficult time’, which was attended by 20 practitioners including representatives from BT and Red Cross. Other novel projects facilitated by KOL include: Roberta Bernardi and Philip Wu’s project on ‘Knowledge sharing in online diabetes communities’ has led to a grant bid submitted to the ESRC (August 2018); Sukanya Sengupta’s developing project on ‘Creative performance in the Indian film industry’ and Amany Elbanna’s study on ‘Uber taxi drivers’ are attracting wide interest; Alice Lam and Huaichuan Rui’s pilot study on ‘Global human mobility and knowledge transfer: Highly skilled return migrants in Ethiopia’ was presented at the Society for the Advancement of Socio-Economics in Kyoto (June 2018). Btissam Aboubichr, a PhD member, received funds to support her research on ‘Social learning and performance management’, which led to a 3-month Research Scholarship Award in the Faculty of Psychology, University of Calgary (March-June 2018).
**Theme Group Members** (32 academic staff and 16 PhD students): *active/core members


**Research Seminars/Workshops**

Research seminars given by external speakers

**Wednesday 4 October 2017**
Speaker: Dr. Girish Prayag, University of Canterbury, New Zealand
‘Predictors of Organizational Resilience in Small and Medium Tourism Enterprises in Post-Quake Christchurch, New Zealand’

**Wednesday 12 December 2017**
Speaker: Dr Katsuhiko Yoshikawa, London School of Economic and Shanghai Jiao Tong University in China
‘Why do you share knowledge? The impact of individual social exchange orientations and organizational identification and social ties on online knowledge-sharing behaviours’.

**Thursday 15 March 2018**
Speaker: Professor Suntje Schmidt, Leibniz Institute for Research on Society and Space and Humboldt-Universität zu Berlin.
‘Communities – Organization – Places. Place-based anchoring of Resilience(s) in Open Creative Labs’
Wednesday 9 May 2018  
Speaker: Dr Olga Goriunova, Department of Media Arts, Royal Holloway  
‘The lurker and the politics of knowledge in data culture’

Other KOL workshops

Knowledge Frontiers Research Roundtable, 21 February

In this workshop, five members of KOL gave presentations on the leading edge ideas in their current research and project proposals. At the end of the workshop, we discussed emerging common themes and funding opportunities.

Robert Lee "The social capital of entrepreneurial newcomers"

Hui Tan “Entrepreneurial financing in the UK technology sectors: Strategy, knowledge and institutions”

Knut Lange "Business models and business model innovation in Open data start-ups”

Amany Elbana “Occupational identity in the Gig economy”

Roberta Bernardi and Philip Wu “Online health communities: Knowledge sharing and creation’

One-day Research Workshop, 8 June 2018

The purpose of this one-day workshop was to provide opportunities for colleagues to present more fully their papers and research proposals. We had an external speaker and five papers from KOL members and a roundtable session on ‘the political dimension of knowledge sharing and transfer. The workshop was attended by 25 KOL staff members and doctoral student.

Ghosia Ahmed, Loughborough University  
"Knowledge Sharing and Information Security: A Conflict of Interest?”

Amany Elbanna  
"The sociomaterial negotiation of work and self in digital platform work’
Archi Apronti
“Organizing for high reliability in IT incident management: A sociomaterial mangling perspective”

Jose-Rodrigo Cordoba-Pachon
“Evaluation of technology support for employability in sufferers from mild anxiety and depression”

Huaichuan Rui
“Recipient ownership and DMNC’s knowledge transfer to developing countries”

Alice Lam, John King and other KOL members
Roundtable discussion: “The political dimension of knowledge sharing and transfer’

Seedcorn Funded Projects (2017)

Research funding awards were made to the following projects/engagement workshop:

‘Identity, Agency, and Algorithmic Control in Gig Economy: A Case Study of Chinese Food-Delivery Workers’ (Yingquin Zheng and Philip Wu)

‘How do graduate entrepreneurs perceive the effectiveness of entrepreneurship at their universities?’ (Knut Lange)

Outcomes of past funded projects

The KOL group has been successful in using seedcorn funding to encourage and support cross-disciplinary research and public/practitioner engagement activities. Some recent examples include:

- Neil Conway’s KOL-funded project (2014-15) on ‘the calling of Church of England clergy’ has led to a clergy practitioner Stage II impact case study titled: ‘A job design intervention to support Church of England clergy in pursuing their calling and improving quality of life’, and his inclusion in a grant application being prepared by Olivia Swift about the calling and wellbeing of seafarers, involving other investigators from the School of Law.
Other related outputs: Presentation at clergy practitioner conference:


- **Roberti Bernardi and Philip Wu** received KOL funding for a project on “The Role of Online Health Communities in Patient-centred Care” (2016-2017). This work was featured in Diabetes Times ([https://diabetestmes.co.uk/diabetes-forum-empowers-wellbeing-among-users/](https://diabetestmes.co.uk/diabetes-forum-empowers-wellbeing-among-users/)) and on the Diabetes.co.uk website ([https://www.diabetes.co.uk/in-depth/diabetes-forum-shown-empower-wellbeing-university-london-study/](https://www.diabetes.co.uk/in-depth/diabetes-forum-shown-empower-wellbeing-university-london-study/)).

**External grant application linked to this KOL project:**

Roberta Bernardi (PI) and Philip Wu (CoI) – “Epistemologies and the Empowering Role of Knowledge in Online Health Communities: A Study on Person-centred Diabetes Care”. Submitted on 31 August 2018 to ESRC. Amount: £493K.


- **Knut Lange** received KOL funding support for a pilot project on: ‘How do graduate entrepreneurs perceive the effectiveness of entrepreneurship at their universities?’ (2017-8)

**External grant application linked to this project:**

ESRC bid entitled "How do graduates perceive the effectiveness of entrepreneurship education in British universities?" to be submitted in September/October 2018 (in collaboration with The Open University and the University of Westminster)

Other related output: Knut Lange (2018) A workshop on entrepreneurship education at RHUL (also involved in the organization of a similar bid at Westminster Business School in July 2018.)
• **Amany Elbanna** received KOL funding for a pilot project (2017): “Occupational identity in the Gig economy”

Media Publication linked to this work:


Other related outputs:

Elbanna, A (2017). The Technology-enabled disruption of platform business: the network effect that forgot people, 6-9 November 2018, 5th Innovation in Information Infrastructure workshop, Rome, Italy


• **Sukanya Sengupta** received KOL funding for a project on ‘*Creative performance in the Indian film industry*’ (2016). Her conversation with Suman Ghosh, film director, was featured in the *Telegraph* (India), September 14, 2018. https://www.telegraphindia.com/entertainment/inside-his-mind-202069

Other related outputs:


• A practitioner engagement workshop, entitled ‘Social Media for Emergency Management: Innovation at difficult time’ was sponsored by the KOL group and held in collaboration with the SM4EM Project coordinated by **Amany Elbanna** (Senate House, London, July 2015). This led to a REF pilot impact case study on ‘Social Media on Emergency Management (2017)"
• A user engagement workshop, entitled ‘Patient and Public Involvement (PPI) on telehealth research’ was sponsored by the KOL group and coordinated by Roberta Bernadi. (Senate House, London June 2016).

• Btissam Aboubichr, a PhD member, received funds to support her research on ‘Social learning and performance management’ (2017), which led to a 3-month Research Scholarship Award in the Faculty of Psychology, University of Calgary (March-June 2018).

Research publications, grant applications and external engagement activities of core KOL members:

Conway, Neil

Publications


Under second review:


Research grant applications/awards:

• 2016 £46,000 the Church of England Diocese of Sheffield, split equally between Royal Holloway and King’s College London. ‘Evaluation of the Mission Partnership Development Worker Project’
Research impact/external engagement

- SoM Stage II impact case study titled: A job design intervention to support Church of England clergy in pursuing their calling and improving quality of life

- Presentation at clergy practitioner conference:

Cordoba Pachon, JR

Publications


Elbanna, Amany

Publications


Research impact/external engagement

- Developed an impact case on Social Media on Emergency Management (2017-8; withdrawn).

- Please note that while I was involved in this last academic year 2017/2018, I withdrew from it this year in 2018/2019.


- Amany Elbanna has collaborated with a core team from the UK business sector to establish the UK Chapter of the Association of Change Management Professionals (ACMP-UK Chapter) in May 2018. The UK Chapter was successfully launched in May 2018 with an event attended by over 70 participants from different UK business organisations.

- In June 2018, Amany became a founding Board Director in the role of Director of Professional Development. In this capacity, Amany organises a series of monthly webinars, roundtables, networking meetings and an annual conference for the UK business community.

Hagedoorn, John

Publications

- The open innovation research landscape: established perspectives and emerging themes across different levels of analysis, in Industry & Innovation, with M. Bogers, A-K. Zobel and twenty other co-authors, 2017, 24, pp. 8-40


- Contractual governance and the choice of dispute resolution mechanisms: evidence on technology licensing, in Research Policy, with V. Duplat and R. Coeurederoy, 2018, 47, 1096-1110 (ABS 4*)

- Partner type diversity in alliance portfolios: multiple dimensions, boundary conditions and firm innovation performance, in Journal of Management Studies, with B. Lokshin and A-K. Zobel, 2018, 55, 809-836 (ABS 4)
• Alliances and the innovation performance of corporate and public research spin-off firms, in *Small Business Economics*, with B. Lokshin and S. Malo, 2018, 50, pp. 763-781


• Walter Zegveld: engineer and practitioner, in Leijten, J. (ed.), 2018, What would Walter say? 50 years of innovation policy, The Hague, Six Countries Programme, pp. 65-72 (The Six Countries Programme (6CP) is an international network of public policy-makers, business leaders, academics, and other experts working in the field of innovation and meeting periodically to discuss the latest developments in innovation research, policy and practice.)

**Other activities**

• Appointed to Honorary Member Réseau de Recherche sur l'Innovation (France), Nimes, June 2018

• Keynote speaker at Congrès RRI – ‘Les nouveaux modes d'organisation des processus d’innovation’ Iut de Nîmes and Université de Montpellier, June 4-5 2018

**Rui, Huaichuan**

** Publications**


**Research grant applications/awards:**

• Co-investigator, ‘Trust, Global Traders, and Commodities in a Chinese International city’ ERC grant (2016-2020)

**Lam, Alice**

**Publications**


**Under second review:**

• Lam, A. ‘Hybrids, identity and knowledge boundaries: creative arts in academic and practitioner communities’ *Human Relations*. (ABS 4)
Research impact/external engagement

- Expert advisory session with Cannon Europe Senior Consultant on 'Tacit knowledge and new technology', and discussion of potential collaboration with the KOL group (July 2018).

- Member of International Scientific Advisory Board for Norwegian Research Council Research Programme on 'Regional Innovation through Situated Knowledge Conversion (RISKC)' (2015-2019)

- Research grant reviewer (2018) for Riksbankens Jubileumsfond - Sweden’s leading grant-making foundation in the humanities and social sciences

Lange, Knut

Publications


Research grant applications/awards

- ESRC bid entitled "How do graduates perceive the effectiveness of entrepreneurship education in British universities?" (in collaboration with The Open University and the University of Westminster; received KOL funding support). To be submitted in late September or early October 2018.
Research impact/external engagement


Lee, Robert

Publications


Under second review/revision:


- Lee, R., Tuselmann, H. and Freund, D. 'Effects of home-host social capital and human capital on SMEs deeper internationalisation', Journal of Business Research (ABS 3)

Sengupta, Sukanya

Publications


Conference papers:


Research impact/external engagement


Preece, Chloe

Publications


Research grant applications/awards

• Co-investigator of a BA/Leverhulme funded project on 'Possessing and Being Possessed: Managing Agency in the Liminal Self' (2018-2020).
• Named researcher on a £6.8 million AHRC Creative Clusters grant (2018-2022) across the College, led by Prof. James Bennett in Media Arts.

Research impact/external engagement

• Chair of the Arts, Heritage, Non-Profit and Social Marketing Special Interest Group of the Academy of Marketing
Tan, Hui

Publications


Wainwright, Tom

Publications


Under final review:

- Huber, F. Wainwright, T., and Rentocchini, F. (Minor revisions) Open Data for Open Innovation: Managing Absorptive Capacity in SMEs. R&D Management (ABS 3)

Research impact/external engagement

- Ran a Massive Open Online Course (MOOC), ‘Open Data for Business’, co-branded with the globally pioneering Open Data Institute, based on his own research with over 4,000 participants from over 130 countries, ranging from high school students to experienced tech entrepreneurs.

- Designed and ran a training course for public and private sector practitioners at the Open Data Institute: ‘Open Data for Business’
Wu, Philip

Publications


Research grant applications/awards

- 2017 College Strategic Fund (with Roberta) – “Knowledge sharing in online diabetes communities”


Research impact/external engagement

- Roberta Barnardi and Philip Wu’s research work was featured in Diabetes Times (https://diabetestmes.co.uk/diabetes-forum-empowers-wellbeing-among-users/) and on the Diabetes.co.uk website (https://www.diabetes.co.uk/in-depth/diabetes-forum-shown-empower-wellbeing-university-london-study/).

Zheng, Yingqin

Publications
