

SYLLABUS

Cognitive Research in Strategic Management

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Objectives of the Seminar

This seminar aims at providing a research background and methodology for future PhD students who intend to study managerial and organizational cognition during their PhD thesis.

The seminars are organized as research discussions. Each student assigned to readership introduces his selected paper (see assigned papers below). Students hands in a 10 lines abstract, summarizing the paper's intents and findings, and raising two critical (unanswered / puzzling) questions that he believes central to the issue.

Students are invited to scour these additional resources:

Mailing List: COGNET <http://www.aom.pace.edu:81/guest/RemoteListSummary/COGNET>

AOM Interest Group: <http://aomweb.pace.edu/moc/index.htm>

Evaluation

Evaluation is based on hands-in papers and class participation.

Participating students

B. AYTAÇ, J. HABIB, P. LOUX, V. PAGANELLI, S. LAGHZAoui, S. QUIEVREUX (A.L.), A. SAFI (A.L.)

1. Understanding Organizational Knowledge

Introduction: Drawing the lines between cognition and behavior.

Slide show: Bill Starbuck – “Is Janus the god of understanding?”
<http://pages.stern.nyu.edu/~wstarbuc/Janusweb/index.htm>

Paper associated with slide show: W.H. Starbuck, "Is Janus the god of understanding?" Pages 351–365 in T. Lant and Z. Shapira (eds.), *Managerial and Organizational Cognition*. Erlbaum, 2000.

In this introductory discussion, we explore the different definitions of knowledge (organizational and individual), managerial cognition, and the differences between information and knowledge in organizations. We will try to answer the following questions:

- What differences there are between information and knowledge?
- Why superior information does not systematically lead to superior knowledge?

- Why accumulating information is not correlated to generating new knowledge?

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- Boris WYSSUSEK and Rainer TOTZKE (2003), "Understanding Organizational Knowledge: The perspective of the media philosophy", paper presented at *EGOS 2003*.

http://user.cs.tu-berlin.de/~wyssusek/Publications/Wyssusek-Totzke_EGOS-2003.pdf

Reader: **P. LOUX**

- Kenneth LAUDON and William H. STARBUCK, (1996) "Organizational Information and Knowledge", in M. Warner (ed.), *International Encyclopedia of Business and Management*, London: Routledge/Thompson Business Press, 1996, Vol. 4, pages 3923-3933.

<http://pages.stern.nyu.edu/~wstarbuc/infowork.html>

Reader: **B. AYTAÇ**

- STENMARK, D. (2001) "The Relationship between Information and Knowledge", in *Proceedings of IRIS 24*, Ulvik, Norway, August 11-14.

<http://w3.informatik.gu.se/~dixi/publ/iris24-DS.pdf>

Reader: **J. HABIB**

- LEISER, D. (2001) [Scattered Naive Theories](#) Why the human mind is isomorphic to the internet web *New Ideas in Psychology*, 19(3), 175-202.

<http://www.bgu.ac.il/~dleiser/docs/naive.pdf>

Reader: **V. PAGANELLI**

2. Knowledge that cannot be expressed: Dealing with the tacit dimension

PowerPoint slides: [Doing Research on Tacit Knowledge](#)

Tacit knowledge has driven much attention from scholars and practitioners in the past decade. The objective of this session is to explore the research design and strategy when dealing with tacit forms of knowing, behaving and cognition. This class discussion will focus mainly on analyzing the research design of the "Familiar Stranger" project from Berkeley Intel Labs, and finding new research that could be conducted within the same hypotheses. We will try to answer the following questions:

- Does all knowledge couldn't be described as ultimately tacit?

- Tua HALDIN-HERRGARD (2002), "Diving under the surface of tacit knowledge", *Working Paper*, Department of Management and Organization, Swedish School of Economics and Business Administration, Vasa, Finland

http://www.ofenhandwerk.com/oklc/pdf_files/B-2_haldin-herrgard.pdf

Reader: **S. QUIEVREUX (A.L)**

- Stephen GOURLAY (2002), "Tacit knowledge, tacit knowing or behaving?" *OKLC 2002 Proceedings*

http://www.alba.edu.gr/OKLC2002/Proceedings/pdf_files/ID269.pdf

Reader: **S. LAGHZAOU**

- Stephen GOURLAY (2002), "Tacit knowledge': the variety of meanings in empirical research", *Proceedings of the*

http://www.ofenhandwerk.com/oklc/pdf_files/B-2_gourlay.pdf

Reader: **A. SAFI (A.L.)**

Case study: Intel Research Berkeley Labs' "Familiar Stranger" project.

<http://berkeley.intel-research.net/paulos/research/familiarstranger/index.htm>

This research project explores our often ignored yet real relationships with Familiar Strangers. We describe several experiments and studies that lead to a design for a personal, body-worn, wireless device that extends the Familiar Stranger relationship while respecting the delicate, yet important, constraints of our feelings and relationships with strangers in public places. This research program is led by Eric Paulos (<http://www.paulos.net/>).

3. Cognition at Work in the Conduct of Innovation

In this seminar, we explore the relationship between managerial cognition and the conduct of innovation. This session will be centered on research methodologies to study knowledge at work in innovation processes.

- Sarah KAPLAN and Mary TRIPSAS, "Thinking about technology: understanding the role of cognition and technical change", *Working Paper*, MIT Sloan School of Management.

<http://www.mit.edu/people/skaplan/kaplan%20and%20tripsas-thinking%20about%20tech-072403.pdf>

Reader: **B. AYTAÇ**

- Donald HISLOP (2003), "The complex relations between communities of practice and the implementation of technological innovations", *International Journal of Innovation Management*, Vol. 7, No. 2 (June 2003) pp. 163–188

<http://www.worldscinet.com/ijim/07/preserved-docs/0702/S1363919603000775.pdf>

Reader: **J. HABIB**

Case in Point: Tacit Knowledge Systems, Palo Alto <http://www.tacit.com/>

4. Unconventional Cognition: Does it really foster superior learning?

The myth of superior cognition is embedded in the rise of many successive civilizations. Ancient Greece philosophers were distinguishing forms of knowledge such as *metis* (cunning intelligence, the knowledge of shortcuts), *techne* (procedural knowledge), *phronesis* (social intelligence), etc. The following papers explore different forms of unconventional cognition in modern contexts, or try to tackle cognition in extreme cases with unconventional methodologies (or both). Our discussions will be centered on two main issues:

- How wrong or right were the Greek philosophers? Is there really a superior individual / organizational cognition that can be observed and measured in organizations?
 - Does unconventional cognitive styles, processes, systems do improve the outputs of organizations (learning, knowledge, experience, performance)?
- William B. STEVENSON and Robert F. RADIN, "Cognitive Structures of the Board of Directors: Managerial Cognitions as Bayesian Networks", Presented at the Academy of Management Meetings, August 2003.

<http://www2.bc.edu/~stevenw/cognetpdf.pdf>

Reader: **P. LOUX**

- Philippe BAUMARD (1996), "Oblique strategists: Gaining Competitive Advantage through Conjectural Knowledge in Unusually Aggressive Environments", *Working Paper* 9605, University of Paris-Dauphine.

<http://www.gmgconseil.com/pub/kognos/12Beaumar.PDF>

http://www.IAE Aix.univ-aix.fr/cv/baumard/oblique_knowledge.htm

Reader: **V. PAGANELLI**,

- Rodolphe DURAND (2002), "Predicting a Firm's Forecasting Ability: The Roles of Organizational Illusion of Control and Organizational Attention », 20th Annual International Conference. Strategic Management Society, Vancouver, September 2000

<http://www.em-lyon.com/WorkingPapers/2002-04.pdf>

Reader: **S. LAGHZAOU**

- W.H. STARBUCK (1995), "How Organizations Channel Creativity", in C. M. Ford and D. A. Gioia (eds.), *Creative Action in Organizations*; Sage, 1995, pages 106-114.

<http://pages.stern.nyu.edu/~wstarbuc/creativity.html>

Reader: **S. QUIEVREUX (A.L.)**,

- William H. STARBUCK (1992), "Learning by knowledge-intensive firms", *Journal of Management Studies*, 1992, 29 (6): 713-740

<http://pages.stern.nyu.edu/~wstarbuc/KIF.htm>

Reader: **A. SAFI (A.L.)**

5. When Cognition Fails: Why is it so difficult to learn from failures?

- Luis I. Martins and Ajit KAMBIL (1995), « Learning from experience: managerial interpretations of past and future information technologies", *Working Paper Series Stern #IS-95-02*, Stern School of Business, New York University.

<http://pages.stern.nyu.edu/~akambil/publications/learn.pdf>

Reader: **B. AYTAÇ**

- Paul INGRAM and Gaurab BHARDWAJ (1998), "Strategic persistence in the face of contrary industry experience: Two experiments on the failure to learn from others", *Working Paper*, Columbia Business School.

<http://www.columbia.edu/~pi17/expdrft3.pdf>

Reader: **J. HABIB**,

- William H. STARBUCK & Bo HEDBERG (2001), "How organizations learn from success and failure," with Bo L. T. Hedberg. Pages 327-350 in M. Dierkes, A. Berthoin Antal, J. Child, and I. Nonaka (eds.), *Handbook of Organizational Learning and Knowledge*, Oxford University Press.

<http://www.fek.su.se/home/boh/BillBo1230.doc>

Reader: **V. PAGANELLI**

- Philippe BAUMARD and William H. STARBUCK (2004), "Learning from failures: Why it doesn't happen", *Working Paper, submitted to Special Issue of LRP: Long Range Planning on Organizational Failure*.

Reader : **S. LAGHZAOU**,

6. Managerial Cognition of Executives and Decision Makers

- Mihnea MOLDOVEANU, (1999), "The Ratification Fallacy", *Working Paper*, Rotman School of Management, University of Toronto

<http://www.rotman.utoronto.ca/bicpapers/199909.pdf>

Reader: **.QUIEVREUX (A.L.)**,

- Philippe BAUMARD (2002), « Connaissances tacites et implicites dans les délibérations de réorientations stratégiques », *Conference Proceedings*, AIMS 2002, Paris.

<http://www.strategie-aims.com/actes02/Fichiers/Baumard.pdf>

<http://www.IAE Aix.univ-aix.fr/cv/baumard/TaciteDirigeants.pdf>

Reader : **A. SAFI (A.L.)**

- Don KNIGHT, Craig I. PEARCE, Ken g. SMITH, Judy d. OLIAN, Henry p. SIMS, Ken a. SMITH and Patrick FLOOD (1999), "Top management team diversity, group process, and strategic consensus", *Strategic Management Journal*, 20: 445-465 (1999)

http://www.cgu.edu/faculty/pearcec/TMT_diversity.pdf

Reader: **B. AYTAÇ**

7. Bias in Cognition: Managers' Perceptual Filters and Framing

- William H. STARBUCK and John M. MEZIAS (1996), "Opening Pandora's Box: Studying the accuracy of managers' perceptions", *Journal of Organizational Behavior*, 17(2): 99-117.

<http://pages.stern.nyu.edu/~wstarbuc/pandora/pandora.html>

Reader: **J. HABIB**

- Sarah KAPLAN, Framing contests: micro mechanisms of strategy-making in the face of technical change, MIT Sloan School of Management, 50 Memorial Dr., Room E52-511, Cambridge, MA 02142

http://www.london.edu/sim/News/Seminars/Archived_Seminars/Paper_Kaplan_1.pdf

Reader: **P. LOUX**

8. Applications of Managerial Cognition Research

- Martin Burke (2000), "Thinking Together: New Forms of Thought System for a Revolution in Military Affairs", *Research Report*, Joint Systems Branch, Electronics and Surveillance Research Laboratory, DSTO-RR-0173, Government of Australia.

<http://www.dsto.defence.gov.au/corporate/reports/DSTO-RR-0173.pdf>

Reader: **S. LAGHZAoui**,

- W.H. STARBUCK (1984), "Organizations as action generators." *American Sociological Review*, 1983, 48: 91-102. Reprinted in D. B. Gutknecht (ed.), *Meeting Organization and Human Resource Challenges*; University Press of America.

<http://pages.stern.nyu.edu/~wstarbuc/Actgens.htm>

Reader: **S. QUIEVREUX**

- W.H. STARBUCK and Paul C. NYSTROM (1984), "To avoid organizational crises, unlearn," *Organizational Dynamics*, 1984, 12(4): 53-65.

<http://pages.stern.nyu.edu/~wstarbuc/Unlearn.pdf>

Reader: **A. SAFI**

- Henrich R. GREVE (1998), "Managerial cognition and the mimetic adoption of market positions: what you see is what you do", *Strategic Management Journal*, 19: 967–988 (1998)

http://faculty.fuqua.duke.edu/ciber/programs/pdf/greve_1998.pdf

Reader: **V. PAGANELLI**

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NES Ronald V., « The Theory of Practical Joking — An Elaboration », *The Institute of Mathematics and its Applications*, February 1975, pp. 10-17.

RCH James G., Lee S. SPROULL, Michael TAMUZ, « Learning from sample of one or fewer », *Organization Science*, Vol. 2, No. 1, février 1991.

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SSET Clément, « Le réel et sa représentation », pp. 123-142 in: *Le réel, traité de l'idiotie*, Paris : Editions de Minuit, 1977.

NDELANDS Lloyd E. et Ralph E. STABLEIN, « The concept of organization mind », *Research in the Sociology of Organizations*, Vol. 5, 1987, pp. 135-161.

KIN Sim B., « Learning through failure: The strategy of small losses », *Research in Organizational Behavior*, Vol. 14., in Cohen, M.D. et Sproull L.S. (1996), *Organizational Learning*, Beverly Hill, CA: Sage, 1996, pp. 541-577.

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ARBUCK W.H. et Frances MILLIKEN, « Challenger: Fine-tuning the odds until something break », *Journal of Management Studies*, 25:4, 1988, pp. 319-340.

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ITZLAWICK P., WEAKLAND J et FISCH R. (1975), *Changements: Paradoxes et psychothérapie*, Paris: Seuil.

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ICK Karl E. et Karlene H. ROBERTS, « Collective Mind in Organizations. Heedful Interrelating on Flight Decks », *Administrative Science Quarterly*, Vol. 38, 1993