

First International Workshop on Organizational Design and Engineering

Call for Papers

Dates and Venue

13 and 14 December 2009. Ancillary event preceding the International Conference on Information Systems (ICIS 2009) in Phoenix, Arizona, USA

Program Chair

Georges Romme, Eindhoven University of Technology, Netherlands

Executive Chairs

Rodrigo Magalhães, Kuwait-Maastricht Business School and Instituto Superior Tecnico, Technical University of Lisbon, Portugal

António Rito Silva, Instituto Superior Tecnico, Technical University of Lisbon, Portugal

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Keynotes

Richard Boland, Case Western Reserve University

Larry Constantine, Laboratory for Usage-Centered Software Engineering and University of Madeira, Portugal

Background

Organization design theory as we know today was invented more than 100 years ago. Many of the classical principles put forward early in the 20th century are still the same ones that govern the structuring of organizations. In the meanwhile Information Technology has changed the functioning of organizations beyond recognition. Loosely coupled, networked or virtual organizational forms

have been discussed in the literature for some time but there is still no theoretical framework to integrate and underpin such developments. Far sighted thinkers such as Karl Weick have pointed the way regarding how organizational design should be understood in the future:

- Designing is continuously reconstructed;
- Designs produce order through attention;
- Design codifies unplanned change after the fact;
- Designs are relatively transient;
- Designs are small structures that are amplified

The impact of Information Technology on economies in general and on organizations in particular has been the locus of attention – for more than 20 years – of researchers from world renowned institutions such the MIT or the LSE. Much of the existing research has been carried out under the social science-oriented discipline of information systems in a fairly apparent split from the world of engineering and hard-nosed technology. However, these intellectual paradigms are coming ever closer together through the force of reality on the ground. The ERP-dominated bureaucracy, the new business models entirely dependent on information technology or the real-time organization are all part of the new organizational landscape where design and engineering are ever more difficult to disentangle.

This Workshop is about Organizational Design and Engineering (ODE) which is defined as **the application of social science and computer science research and practice to the study and implementation of new organizational designs, including the integrated structuring, modelling, development and deployment of systems and people.** In this definition design is distinguished from engineering in the following way: design defines, recommends or uncovers the interactions between organizational actors (human and non-human) while engineering improves, streamlines, monitors or changes the nature of such interactions. The key of the definition is the word “integrated”, meaning that the “D” and “E” will always move in tandem within the same project.

One of the novelties of our proposals for this Workshop is that it will not be emphasizing either organization theory or computer science. It will be about both, on an equal basis. Similarly, we do not see organizations as being either socially engineered or as socially constructed. Organizations have to be seen from both perspectives. We believe that the "either-or" mindset has been a major obstacle to the development of organizational thinking in the 21st century and that this artificial divide must be abolished.

It is the purpose of the Engineering activity to design and implement materials, structures, machines, devices, systems, and processes that have organizational qualities. Most of these engineered artefacts are computer-based artefacts with organizational qualities where:

- The artefact is part of the organization design
- The artefact is a first-order actor in the organizational structure
- The set of requirements that the artefact implements include an organizational design
- The artefact is not aligned with the organization, it is part of the organization
- The artefact and the organization change each other dynamically

Goals

The Workshop is aimed at advancing research and practice in ODE by bringing together individuals or groups working on the same or related areas and finding out how the various perspectives might

be made to converge in terms of research objectives, methodologies and results. An important aim is also to promote collaborative research, including not only academics but also practitioners.

Workshop format

The format of the workshop is unique. It is aimed at maximizing interdisciplinary exchange of ideas and experiences through the use of a small number of presentations followed by small round-table discussions. In some of the sessions, invited chairs will make presentations summarizing selected papers and launching thematic discussions where authors and other participants will take part. Keynote speakers will also play a role in leading round-table discussions.

Selected papers will be published in the *International Journal of Organizational Design and Engineering*.

Topics of interest

We welcome both theoretical and practical papers related to aspects such as (but not limited to):

- Real-time organization – the impact of real-time information on organizational design
- New organizational design principles and rules – the co-evolution of design-by-decision and emergent design
- Social networking – networking applications as catalysts of emergent design
- Visual management – the power of computer-based artefacts for making emergent designs visible
- Knowledge management – the role of systems supporting emergent knowledge processes
- The limits of organizational modelling – integrating design-by-decision with emergent design modelling
- Ethical issues – the limits of organizational self-awareness arising from the new modelling and technological capabilities
- Dynamic enterprise architectures – adaptation of business architectural models in line with emergent designs
- Organizational change – learning and change through the misalignment of planned and emergent design
- The impact of organizational qualities on the design of computer-based artefacts
- Development process of organizational computer-based artefacts – the continuous development cycle driven by emergent designs
- The organizational impact of organizational computer-based artefacts – from planned to emerging impacts
- Organizational strategy - computer-based artefacts as drivers of strategy instead of merely supporters of strategy

Important dates

Paper Submission: **1 May 2009**

Authors Notification: **1 August 2009**

Final Paper Submission: **1 November 2009**

Registration: **1 November 2009**

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