

CURRICULUM VITAE

Professor Sue Newell

Short Biography

Sue Newell is the Cammarata Professor of Management, Bentley College, US and a part-time Professor of Information Management at Warwick University, UK. She has a BSc and PhD from Cardiff University, UK. Sue's research focuses on understanding the relationships between innovation, knowledge and organisational networking (ikon) - primarily from an organisational theory perspective. She was one of the founding members of ikon, a research centre based at Warwick University. She has been involved in many of the ikon projects and is currently working on a project titled 'The evolution of biomedical knowledge: interactive innovation in the UK and US'. She is also involved in research which focuses on exploring the implementation and use of packaged information systems, for example to support distributed project work or health records. Her research emphasises a critical, practice-based understanding of the social aspects of innovation, change, knowledge management and inter-firm networked relations. Sue has published over 70 journal articles in the areas of organization studies, management and information systems, as well as numerous books and book chapters. Administratively, Sue is the new Director of the PhD and was involved in designing, developing and implementing two new PhDs – one in Business and one in Accountancy. This is the first PhD program to be implemented by Bentley, and its implementation involved gaining internal faculty support as well as external authorization from the various accrediting bodies, including the Massachusetts Board of Higher Education, NEASC and AACSB. In terms of teaching Sue has taught at all levels – undergraduate, graduate, post-graduate and executive – and focuses on designing innovative courses that emphasize the practical relevance of solid theoretical foundations.

PERSONAL DETAILS

Current Employment

Cammarata Professor of Management, Bentley College, Waltham, MA, USA, and

PT Professor of Information Management, Warwick Business School, Warwick University, UK.

Qualifications

1977-1980 Degree: University College Cardiff, BSc (Econ), Psychology, 1st Class Honours.

1980-1983 PhD: University College Cardiff, Department of Psychology.

“The Psychological Impact of Unemployment”. Awarded January 1983.

Appointments held

2002-date	Bentley College, MA, USA. Cammarata Professor of Management and Director of PhD.
2006-date	PT Professor of information management, Warwick University
2001-2004	Royal Holloway, University of London: Professor of Innovation and Organizational Analysis and Director of External and Executive Programs
1998-2001	Nottingham Business School: Professor of Innovation and Organisational Analysis and Director of Research
1994-1998	University of Warwick: Senior Lecturer in Warwick Business School, Industrial Relations and Organisational Behaviour Group
1992-1994	University of Birmingham: Lecturer in Psychology in the School of Sports Science.

1987-1992 Aston University: Lecturer in the Business School
1984-1987 Portsmouth Polytechnic: Lecturer in the Business School
1982-1984 Inland Revenue: Executive Officer
1980-1982 Cardiff University: Adult education tutor

TEACHING

I have taught on a wide range of courses at all levels – from first year undergraduate, through MBAs to PhD students, with five successful PhD completions achieved to date:

- Understanding outdoor management development,: the role of evaluation, Adrian Ibbetson, Birmingham University, School of Sport Science, 1997.
- Knowledge Integration processes and dynamics: An empirical study of two cross-functional teams, Jimmy Huang, Warwick University, Business School, 2000.
- Knowledge creation in multidisciplinary project teams, Patrick Fong, Warwick University, Business School, 2002.
- Trust in innovation process: Cases in China and Europe, Weili Teng, Nottingham Trent University, Business School, 2003.
- Understanding and implementing managing diversity in organizations: a study in the retail sector, Carley Foster, Nottingham Trent University, Business School, 2003.

Teaching areas covered include: IS, KM, OB, and HRM. Obviously, given my current research interests specialist courses in innovation and knowledge and information management are key teaching themes. I have also taught on a range of specialist executive courses.

I have also been involved in all aspects of programme and course development. For example, while at Aston University I was the Director of the Masters programme in Personnel Management; and while at Warwick University I was involved in the implementation of a new Masters programme in Organization Studies. At Royal Holloway, I was involved in re-validating parts of the External and Executive programmes in order to ensure that they fitted with new QA guidelines. I have also been an external examiner in several universities, overseeing both undergraduate and postgraduate programmes.

RESEARCH MANAGEMENT EXPERIENCE

I have held several research grants (see details below) and have therefore successfully managed a number of research projects. These projects have involved field work in a variety of business organizations which has meant that I have continuously had to develop relationships with and work with a variety of corporate clients.

I was a founding member of a research center while at Warwick University – ikon, see below – which continues to grow and attract both government research funding and corporate sponsorship.

While at Nottingham Business School I was the Research Director and was responsible for writing the Research Assessment Exercise submission for the School, although I had left before this was actually submitted.

At Royal Holloway I was Director of the External and Executive programmes. This encompassed four major programmes – a Distance Learning MBA run through the University of London, a collaborative MBA run with Hong Kong University (SPACE department) and two executive programmes for major corporate clients (an MBA for JP Morgan and a Certificate in Professional Recruitment Services for Reed International). Together these four programmes generated substantial income for the Royal Holloway, School of Management. My role was to ensure the smooth and effective operation of these

programmes, and to develop future programmes. This involved working with a variety of corporate clients to develop post-graduate certificates and tailored MBA programmes.

At Bentley I was formerly the Director of the Research Committee. This Committee prepared a proposal for a PhD program at Bentley College. I was then voted Director of the PhD. As such, I have taken the leadership role in designing and implementing the new PhD program at Bentley. This has successfully gained internal faculty support (the first vote to ever gain total faculty support across both the Business and Arts and Sciences Departments at the College) and been accredited by the Massachusetts Board of Higher Education, NEASC and AACSB.

NATIONAL AND INTERNATIONAL RECOGNITION

Awarded William Davies UG prize (Cardiff University) for most outstanding student, 1978

Best UG research paper in all Welsh Universities, 1980; presented this paper at Annual British Psychological Society Conference, University of York.

University of Wales PhD scholarship prize (1980-1983)

Chair and conference organizer for the BPS Occupational Psychology Conference, 1993-95.

Book Editor (1992-1994) for International Journal of Selection and Assessment, Blackwell.
Editorial Board (1994-to date) for International Journal of Selection and Assessment, Blackwell.
Editor (commenced 1997) for the International Journal of Selection and Assessment, Blackwell.

Editorial Board (1999-to date) for Journal of Strategic Information Systems, Elsevier.
Editorial Board (2003-to date) for Organization Studies, Sage.

Standing Committee for the European Conference on Information Systems (ECIS), 1999-2000;
Member of the ECIS Doctoral Consortium, 1999; track chair for social and organizational issues associated with IS, ECIS conference, 2006 (forthcoming)

Programme committee for the Information Systems Policy, Strategy, Innovation and the Management of Knowledge track, ECIS 2000.

Mini-track organizer for European Conference on Organization Studies, 1999.

Organizing committee for the First International Conference on Organization, held at Warwick University, May 1998.

Organizing committee for the Organizational Knowledge and Learning Conference (OKLC) held at Warwick University, 2000, Leicester, 2001, Athens, 2002, Barcelona, 2003 and Innsbruck, 2004 and conference organizer for OKLC conference held in Boston, hosted by Bentley College, 2005.
Member of the PhD workshop faculty at OKLC 2004.

International Conference on Information Systems, Associate Editor for tracks, 2004, 2005, 2006 (forthcoming). Faculty member at ICIS doctoral consortium, 2004.

Mini-track organizer for track on Project Management (with Jacky Swan and Joe Weiss) for HICSS 2004, 2005 and 2006 (forthcoming).

AOM, OCIS track – Junior faculty consortium mentor, workshop; co-chair, international paper development workshop, Aug 07.

Honorary Visiting Research Fellow at Warwick Business School, 1998-date.

Peer reviewer for the EPSRC, 2000 – 2004.

Editor of Special Issues:

Organization (2000): Management fads and fashions

Journal of Strategic Information Systems (2004 and 2005): Understanding the contextual influences on enterprise systems, parts I and II.

European Journal of Information Systems (forthcoming): Facilitating – or inhibiting – knowing in practice

Review papers on many of the key journals in subject area including MISQ, Organisation, Journal of Organisational and Occupational Psychology, British Journal of Management, Journal of Strategic Information Systems, Human Relations, Journal of Sport Management, Organisation Studies, Organization Science, Academy of Management Journal, Academy of Management Conference.

RESEARCH GRANTS

Source	Title	Duration	Start date	Total Value	Names of other holders
Canadian High Commission	Comparison of the role of professional associations in the UK & Canada	24 mths	Oct. 1992	\$2000	Jacky Swan
University of Birmingham	Evaluation of Outdoor Management Development	24 mths	Jan. 1993	£2000	
ESRC (1)	The role of professional associations in the diffusion of technological innovation.	36 mths	June 1994	£111763	Jacky Swan
ESRC	Knowledge articulation & utilisation: Networks & the creation of expertise.	24 mths	June 1997	£100420	Jacky Swan Harry Scarborough
EPSRC (2)	Networking for effective research: The process of developing and sustaining inter-organisational relationships	30 mths	Dec. 1996	£17177	Jacky Swan
EPSRC (3)	Knowledge management for project based learning: a scoping study	12 mths	Oct. 1999	£58,407	Jacky Swan, Harry Scarborough & Mike Bresnan
Nottingham Trent University	Interactive Innovation Processes at RR	24 mths	Sept. 1999	£10,000	Carole Tansley & Tony Watson
EPSRC	Knowledge management for project based learning: full study	24 mths	Nov. 2001	£157,000	Jacky Swan, Harry Scarborough & Mike Bresnan

ESRC	The evolution of biomedical knowledge: Interactive innovation in the UK and USA	36 mths	Sept 2003	£400,000	Jacky Swan, Mike Bresnen, & Maxine Robertson
Bentley College	Exploring the factors that contribute to successful ERP implementation	12 mths	June 2004	\$43,000	Linda Edelman, Jay Coopridge, Gary David, Traci Logan

- (1) The final report from this ESRC project was awarded the highest 'excellent' rating following the peer review process.
- (2) The final report from this EPSRC project was given an Alpha 4 rating (very significant contribution to the field) following peer review. More significantly, this final report is being used internally by the EPSRC since part of the focus was on the role of funding bodies in promoting (or inhibiting) the knowledge creation process during research projects.
- (3) This was a scoping study from the EPSRC which began in October 1999 and was intended to be a preliminary piece of research, leading on to a much larger grant which was actually subsequently awarded.

RESEARCH INTERESTS

As will be seen from the list of publications below my research interests are relatively broad. However, the central focus of my research activity has, for the last 14 years, been on innovation, looking at this from a knowledge perspective. While at Warwick University I was a joint founder of *ikon* – the innovation, knowledge and organizational networking research unit. This research unit brought together a number of researchers interested in this general area. Originally it was a research center within Warwick Business School. However, given its growing reputation, and the movement of some of its central members, *ikon* now operates as a distributed network for knowledge sharing and knowledge creation. For example, a major new annual conference (OKLC) exploring the central importance of knowledge in contemporary organizations was organized through *ikon* and has managed to successfully bring together scholars from many countries. Members of *ikon* have managed to attract substantial research funding over the last nine years and the research center has been a major stimulus and catalyst for theoretical development in the area of innovation, knowledge and organizational networking. All the research, funded by the various sources listed above, bar the first and last projects, has been undertaken within *ikon*. For further details, please go to the *ikon* website (<http://users.wbs.warwick.ac.uk/ikon/>).

The themes of innovation, knowledge and organizational networking will continue to be central to my research plans in the future since these are clearly areas of contemporary relevance to organizations. For example, the last EPSRC project was exploring the barriers and facilitators to cross-project knowledge transfer. As organizations move from hierarchical and geographically confined structures to process or project-based organizational designs, which are widely distributed across many countries, the importance of sharing knowledge becomes increasingly important and the use of IT to support (or impede) such knowledge sharing is of crucial importance both theoretically and practically. The aim of the research then, was to develop a theoretical model, which outlines the situations in which such knowledge transfer is more or less successful and to identify the role of IT in this process. The research was undertaken in 6 companies from very different industries, so that within the context of the project there was also opportunity for inter-industry discussion and knowledge sharing. More importantly, the companies provided the context in which the ideas generated from the project could be translated into practical recommendations. In this way, there was a continuous iteration between theory and practice.

The aim of the current research programme on biomedical innovation is to improve the development and exploitation of biomedical knowledge by understanding how knowledge may be acquired, integrated, and applied through interactive innovation processes aimed at the improvement of medical treatments and service delivery. In so doing, the research aims to help to reduce the costs and risks associated with failures to exploit breakthroughs in scientific knowledge and research into development and practice. This will encourage greater venture capital funding in the UK biomedical sector and improve the competitiveness of UK pharmaceutical, biotechnology and healthcare organizations. To achieve this requires studying and understanding social interactions and networking relationships across occupational and professional communities. Moreover, given the leading position of the USA in biomedical innovations the research aims to compare and contrast interactive innovation in both the UK and US. Specifically, through the development of collaborative working arrangements in our own research, we aim to understand the processes underlying the evolution of knowledge in a field where science breakthroughs have the potential to lead to radical innovation in diagnostic and therapeutic medical treatments and services.

Within this broad aim, the research has a number of more specific objectives:

1. To compare and contrast the UK and US, identifying the contextual influences that can facilitate (or impede) the evolution of knowledge which can support innovation in medical treatment (including diagnosis) and service delivery.
2. To compare different collaborative interactive forums for medical innovation, identifying factors that facilitate and impede the management of information and knowledge in these forums
3. To develop practical recommendations and guidelines for (a) policy makers and, (b) those attempting to manage interactive forums for the evolution of biomedical knowledge.

In addition to this project I am currently working on a number of other projects with colleagues from both Bentley and Cornell, all aligned with the general issue of innovation, knowledge and organizational networking. Through this work I continue to develop my research agenda around the design, implementation and use of IT systems. In this respect I am involved in a research project exploring the implementation and use of ERP systems; a research project looking at E-health systems (having just submitted a grant application to the NSF to support this work, with colleagues from Bentley); a case research project with a large financial services organization to understand the problems associated with distributed IT development (they have offshore organizations now in Ireland and India); and a research project looking at the design, implementation and use of self-service technologies in the hospitality industry.

RESEARCH Publications

Books

*Newell, S. (1995). The Healthy Organisation. Fairness, Ethics and Effective Management. London: Routledge. 216pp.

Newell, S. (2002). Creating the Healthy Organization: well-being, diversity and ethics at work London: Routledge. 254pp.

Newell, S., Scarbrough, H., Swan, J and Robertson, M. (2002). Knowledge work and knowledge workers. London: Palgrave. 207pp.

***This was short-listed for the 1996 MCA book of the year.**

Refereed Articles in Journals

- Newell, S. & Clark, P. (1990). The importance of extra-organisational networks in the diffusion and appropriation of new technologies: The role of professional associations in the USA and UK. *Knowledge: Creation, Diffusion, Utilisation*, 12, 2, 199-212.
- Shackleton, V. & Newell, S. (1991). Management selection: A comparative survey of methods used in top British and French companies. *Journal of Occupational Psychology*, 64, 23-36.
- Newell, S. (1992). The myth and destructiveness of equal opportunities: The continued dominance of the mothering role. *Personnel Review*, 21, 4, 37-47.
- Newell, S. & Shackleton, V. (1992). Are psychometric tests being used ethically in British industry and commerce. *Selection and Development Review*, 8,6,5-7, December.
- Newell, S., Swan, J. & Clark, P. (1993). The importance of user design in the appropriation of new information technologies: The example of PICS. *International Journal of Operations and Production Management*, 13, 2, 4-22.
- Clark, P. & Newell, S. (1993). Societal embedding of production and inventory control systems: American and Japanese influences on adaptive implementation in Britain. *International Journal of Human Factors in Manufacturing*, 3, 1, 69-81.
- Clark, P., Newell, S., Burcher, P., Bennett, D., Swan, J. & Sharifi, S. (1993). The Decision Episode Framework and Computer Aided Production Management. *International Studies of Management and Organisation*, 22, 4, 69-80.
- Newell, S. (1993). The Superwoman Syndrome: Gender differences in attitudes towards equal opportunities at work and towards domestic responsibilities at home. *Work Employment and Society*, 7, 2, 275-289.
- Newell, S. & Swan, J. (1993). The potential role of a Canadian professional association in the dissemination of knowledge. *British Journal of Canadian Studies*, 8, 241-259.
- Newell, S. & Shackleton, V. (1993). The Use (and abuse) of Psychometric Tests in British Industry and Commerce. *Human Resource Management Journal*, 4, 1, 14-23.
- Shackleton, V. & Newell, S. (1993). How companies in Europe select their managers. *Selection and Development Review*, 9,6, 2-5.
- Newell, S. & Shackleton, V. (1994). International differences in selection methods. *Recruitment, Selection & Retention*, 3, 1, 24-29.
- Swan, J. & Newell, S. (1994). Manager's beliefs about factors affecting the adoption of technological innovation. *Managerial Psychology*, 9, 3, 3-11.
- Shackleton, V. & Newell, S. (1994). European management selection methods: A comparison of five countries. *International Journal of Selection and Assessment*, 2,2, 91-102.
- Newell, S. & Shackleton, V. (1994). International differences in selection methods. Editors of a special edition of the *International Journal of Selection and Assessment*, 2,2, 71-73.

Newell, S. & Swan, J. (1995). The diffusion of innovations in sport organisations: An evaluative framework. *Journal of Sport Management*, 9, 3, 317-337.

Swan, J. & Newell, S. (1995). The role of professional associations in technology diffusion. *Organisation Studies*, 16, 5, 847-874.

Newell, S. & Swan, J. (1995). Professional associations as important mediators of the innovation process. *Science Communication*, 16, 4, 371-387.

Swan, J. Newell, S. & Robertson, M. (1995). The diffusion of knowledge and the role of cognitions in technology design. *Management Research News*, 18, 10/11, 30-41.

Ibbetson, A., & Newell, S. (1996). Winner takes all: An evaluation of adventure-based experiential training. *Journal of Management Learning*, 27, 2, 163-185.

Nevill, A., Newell, S. & Gale, S. (1996). Factors associated with home advantage in English and Scottish soccer matches. *Journal of Sport Sciences*, 14, 181-186.

Newell, S. (1996). The superwoman syndrome: A comparison of the 'heroine' in Denmark and the UK. *Women in Management Review*, 11, 5, 36-41.

Robertson, M.; Swan, J. & Newell, S. (1996). The role of networks in the diffusion of technological innovations. *Journal of Management Studies*, 33, 3, 333-359.

Hislop, D., Newell, S., Swan, J. & Scarbrough. (1997). Innovation and Networks: Linking diffusion and implementation. *International Journal of Innovation Management*, 1, 4, 427-448.

Newell, S. (1998). Editorial: Restating and reflecting on the first five years of IJSA. *International Journal of Selection and Assessment*, 6, 4, 139-140.

Ibbetson, A. & Newell, S. (1998). Don't blame the provider: A study demonstrating the mediating effect of the client organisation on the impact of an Outdoor Management Development Programme. *International Journal of Training and Development*, 2, 4, 239-258.

Bresnan, M., Dale, K., Newell, S., Robertson, M. & Swan, J. (1998). Editorial: Modes of Organising, Power/Knowledge Shifts and the Case of the Conference. *Organization*, 5, 4, 451-460.

Newell, S., Swan, J. & Robertson, M. (1999). A cross-national comparison of the adoption of BPR: Fashion-setting Networks? *Journal of Strategic Information Systems*, 7, 299-317.

Ibbetson, A. & Newell, S. (1999). A Comparison of a Competitive and Non-Competitive Outdoor Management Development Programme. *Personnel Review*, 28, 1-2, 58-76.

Newell, S. (1999). The transfer of management education to China: building learning communities rather than translating western texts. *Education and Training*. 41, 6/7, 286-293.

Newell, S., Swan, J. & Galliers, R. (1999). Business Process Reengineering (BPR): Explaining why BPR has diffused widely despite concerns about its effectiveness. *Comportamento Organizacional E Gestao*, 5, 2, 367-388.

Swan, J., Newell, S. & Robertson, M. (1999). Central Agencies in the Diffusion and Design of Technology: A Comparison of the UK and Sweden. *Organization Studies*, 20, 6, 905-932.

- Swan, J., Newell, S., Scarbrough, H. & Hislop, D. (1999). Knowledge management and innovation: Networks and networking. *Journal of Knowledge Management*, 3, 4, 262-275.
- Swan, J., Newell, S. & Robertson, M. (1999). National differences in the diffusion and design of technological innovation: The role of inter-organisational networks. *British Journal of Management*, 10, Special Issue, 45-60.
- Swan, J., Newell, S., & Robertson, M. (1999). The illusion of best practice in information systems for operations management. *European Journal of Information Systems*, 8, 4, 284-293.
- Swan, J., Newell, S. & Robertson, M. (2000). The diffusion, design and social shaping of production management information systems in Europe. *Journal of Information Technology and People*, 13, 1 27-45.
- Newell, S. & Swan, J. (2000). Trust and inter-organizational networking. *Human Relations*, 53, 10, 1287-1328.
- *¹Newell, S, Swan, J. & Galliers, R. (2000). A knowledge-focused perspective on the diffusion and adoption of complex information technologies: The BPR example. *Information Systems Journal*, 10, 239-259.
- Hislop, D., Newell, S., Scarbrough, H., Swan, J. (2000). Networks, knowledge and power: decision-making politics and the process of innovation. *Technology Analysis and Strategic Management*, Special Issue, 12, 3, 399-411.
- Newell, S., Swan, J. and Scarbrough, H. (2001). From global knowledge management to internal electronic fences: Contradictory outcomes of intranet development. *British Journal of Management*, 12, 2, 97-112.
- Robertson, M., Newell, S., Swan, J., Mathiassen, L. and Bjerknes, G. (2001). Gender within the field of Information Technology: A comparison of the UK and Scandinavian experience. *Information Systems Journal*, 11, 111-126.
- Newell, S., Swan, J. and Kautz, K. (2001). The Role of Funding Bodies in the Creation and Diffusion of Management Fads and Fashions. *Organization*, 8, 1, 97-120.
- Newell, Robertson, M. and Swan, J. (2001). Management fads and fashions. Editorial for Special Issue of *Organization*, 8, 1, 5-15.
- Galliers, R. and Newell, S. (2001). Electronic commerce and strategic change within organizations: Lessons from 2 cases. *Journal of Global Information Management*, 9, 3, 15-22.
- Tansley, C., Newell, S. and Williams, H. (2001). Effecting HRM-style practices through an integrated human resource information system: an e-greenfield site? *Personnel Review*, 30, 3, 351-370.
- Huang, J. and Newell, S. (2001). The process of global knowledge integration: A case study of a multinational bank's Y2K program. *European Journal of Information Systems*, 10, 3, 161-174.
- Jimmy C. Huang; Sue Newell; Shan-Ling Pan; Brad Poulson (2001). ERP systems implementation: A knowledge-focused perspective. *Journal of Decision Systems*, 10, 1, 99-117.

¹ Most cited paper from the Information Systems Journal 2000-2005

- Newell, S., Pan, S., Galliers, R. and Huang, J. (2002). The myth of the boundaryless organization: Limitations of collaborative technologies in global firms. *Communications of the CACM*, 44, 12, 74-76.
- Newell, S., Huang, J., Galliers, R.D. & Pan, S.L. (2002). Implementing enterprise resource planning and knowledge management systems: fostering efficiency and innovation complementarity. *Information and Organization*, 13, 1, 25-52.
- Foster, C. and Newell, S. (2002). Managing diversity and equal opportunities – some practical implications. *Business and Professional Ethics Journal*, 21, 2.
- Newell, S., Edelman, L., Scarbrough, H., Swan, J. and Bresnen, M. (2003). 'Best practice' development and transfer in the NHS: the importance of process as well as product knowledge. *Health Services Management Research*, 16, 1-12.
- Galliers, R. and Newell, S. (2003). Back to the future: from knowledge management to data management. *Information Systems and e-Business Management*, 1, 1, 5-14.
- Bresnen, M., Edelman, L., Newell, S., Scarbrough, H. and Swan, J. (2003). Social practices and the management of knowledge in project environments, *International Journal of Project Management*, 21, 157-166.
- Newell, S. and Huang, J. (2003). Knowledge integration and dynamics within the context of cross-functional projects. *International Journal of Project Management*, 21, 167-176.
- Huang, J., Newell, S., Galliers, R.D., and Pan, S-L. (2003). Dangerous Liaisons? Component-Based Development and Organizational Subcultures. *IEEE Transactions on Engineering Management*, 50, 1, 89-99
- Huang, J., Makoju, E., Newell, S. and Galliers, R. (2003). Opportunities to Learn from 'Failure' with E-Commerce: A Case Study of Electronic Banking. *Journal of Information Technology*, 18, 17-26.
- Edelman, L., Bresnen, M., Newell, S., Scarbrough, H. and Swan, J. (2004). The Benefits and Pitfalls of Social Capital: Empirical Evidence from Two Organizations in the United Kingdom. *British Journal of Management*, 15, 59-69.
- Newell, S., Huang, J. and Tansley, C. (2004). Social Capital and Knowledge Integration in an ERP Project Team: The Importance of Bridging AND Bonding. *British Journal of Management*, 15, 43-57.
- Newell, S. (2004). Enhancing Cross-Project Learning. *Engineering Management Journal*, 16, 1, 12-20.
- Scarbrough, H., Bresnen, M., Edelman, L., Newell, S. and Swan, J. (2004). The processes of project-based learning: An exploratory study. *Management Learning*, 35, 4, 491-506.
- Scarbrough, H., Swan, J., Laurent, S., Bresnen, M., Edelman, L. Newell, S. (2004). Project-based learning and the role of learning boundaries. *Organization Studies*, 25, 9, 1579-1600.

Wagner, E. and Newell, S. (2004). 'Best' for Whom?: The tension between best practice erp packages and the epistemic cultures of an Ivy league university. *Journal of Strategic Information Systems*, 13, 4, 91-96.

Howcroft, D., Newell, S. and Wagner, E. (2004). Special issue editorial, Understanding the Contextual Influences on Enterprise System Design, Implementation, Use and Evaluation. *Journal of Strategic Information Systems*, 13, 4, 271-419.

Howcroft, D., Newell, S. and Wagner, E. (2005). Special issue editorial, Understanding the Contextual Influences on Enterprise Systems (Part II). *Journal of Strategic Information Systems*, 14, 2, 91-242.

Oshri, I., Pan, S. and Newell, S. (2005). Trade-offs between knowledge exploitation and knowledge exploration activities. *Knowledge Management Research and Practice*, 3, 1, 10-23.

Newell, S., Coopridge, J., David, G., Edelman, L. and Logan, T. (2005). Analyzing Different Strategies to Enterprise System Adoption: Reengineering-led versus Quick Deployment. *International Journal of Enterprise Information Systems*, 1, 2, 1-16.

Bresnen, M., Edelman, L., Newell, S., Scarbrough, H. and Swan, J. (2005). Exploring social capital in the construction firm. *Building Research and Information*, 33, 3, 235-244.

Newell, S. (2005). Knowledge Transfer and Learning: Problems of Knowledge Transfer Associated with trying to Short-Circuit the Learning Cycle. *Journal of Information Systems and Technology Management*, 2, 3, 275-290.

Wagner, E. and Newell, S. (2006) Repairing ERP: Producing Social Order to create a working information system. *Journal of Applied Behavioral Research*, 42, 1, 40-57.

Oshri, I., Pan, S. and Newell, S. (2006). Managing Trade-Offs and Tensions between Knowledge Management Initiatives and Expertise Development Practices. *Management Learning*, 37, 1, 63-82.

Newell, S., Bresnen, M., Edelman, L., Scarbrough, H. and Swan, J. (2006). Sharing knowledge across projects: Limits to ICT-led project review practices. *Management Learning*, 37, 2, 167-185.

Oshri, I. and Newell, S. (forthcoming). Component sharing in complex products and systems: Challenges, solutions and practical implications. *IEEE Transactions on Engineering Management*.

Tansley, C. and Newell, S. (2007). A knowledge-based view of agenda formation in the development of human resource information systems. *Management Learning*, 38, 1.

Huang, J., Newell, S., Poulson, B. and Galliers, R. (forthcoming). Creating Value from a Commodity Process: A Case Study of a Call Center. *Journal of Enterprise Information Management*.

Swan, J., Newell, S., Robertson, M., Goussevskaia, A. and Bresnen, M. (forthcoming). The Role of Institutional Differences in Biomedical Innovation Processes: A comparison of the UK and US. *International Journal of Health and Technology Management*.

Oshri, I., Newell, S. and Pan, S. (forthcoming). Tensions and Conflicts of Implementing Knowledge Management Initiatives, *CACM*.

Pan, S L., Newell, S., Huang, J.C.M and Galliers, R. (forthcoming). Overcoming Knowledge Management Challenges during ERP Implementation: The Need to Share and Integrate Different Types of Knowledge. *Journal of the American Society for Information Science and Technology*.

Newell, S. and Edelman, L. (forthcoming). Developing a Dynamic Project Learning and Cross-Project Learning Capability: Synthesizing Two Perspectives. *Information Systems Journal*.

Newell, S., Huang, J. and Tansley, C. (2006). ERP Implementation: A Knowledge Integration Challenge for the Project Team. *Knowledge and Process Management*, 31, 4, 1-12.

Tansley, C. and Newell, S. (forthcoming) Project social capital, leadership and trust in human resource information systems development. *Journal of Managerial Psychology*.

Swan, J., Goussevskaia, A, Newell, S., Robertson M., Bresnen M. and Obembe, A. (forthcoming). Modes of Organizing Biomedical Innovation in the UK and US and the Role of Integrative and Relational Capabilities. *Research Policy*

Book Chapters

Newell, S. (1988). Into and out of work. In: J McGoldrick (Ed) Case Studies in Organisation Behaviour, Van Nostram.

Shackleton, V. & Newell, S. (1989). Selection procedures in practice. In: P Herriot (Ed), Handbook of Assessment in Organisations, 245-256. Wiley.

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Newell, S. (forthcoming). Information. *International Encyclopedia of Organization Studies*, S. Clegg (editor).

Non-refereed papers

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Newell, S. & Ibbetson, A. (1995). Evaluation matters. Practical Training Magazine.

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Newell, S. and David, G. (2006). Critically thinking about CSFs in Enterprise Systems. *Business Intelligence*, 6, 8, 1-18.

Wagner, E. and Newell, S. Does best practice makes perfect? Fitting off-the-shelf applications to meet your needs. *Cutter Benchmark review*, 6, 9, 5-12.

Invited Presentations (recent)

Newell, S. (2003). Exploring the importance of knowledge integration in ERP project teams. Invited seminar presentation, HEC Montreal.

Newell, S. (2004). The importance of managing knowledge and learning during innovation processes. Invited seminar, University of Lisbon, May.

Newell, S. (2004). Innovation in healthcare: A knowledge perspective. Invited seminar presentation, Boston University, School of Public Health.

Newell, S. (2005). Knowledge Transfer: Short-circuiting the learning cycle? Keynote at 2nd International Conference on Information Systems and Technology Management (2^o CONTECSI) in Sao Paulo, Brazil, June.

Newell, S. (2005). Exploring knowledge integration in ERP project teams. Invited seminar presentation, Nottingham University.

Newell, S. (2006). Understanding problems in ES implementation projects. Invited seminar presentation, Louisiana State University.

Newell, S. (2006). Implementation projects: Critical success factors and situated learning. Invited seminar presentation, University of Twente, the Netherlands.

Refereed Conference Papers

Newell, S. (1984). "Variations in the psychological impact of unemployment". Paper presented to the *British Psychological Society London Conference*, December.

Newell, S. (1985). "Adolescence and the transition from school to work: The effect of YOP in smoothing the transition at a time when jobs are scarce". Paper presented to the *British Psychological Society Annual Conference*, March.

Newell, S. (1985). "A review of the stage model of unemployment by the unemployed themselves". Paper presented to the *British Psychological Society London Conference*, December.

Newell, S. (1986). "Work attitudes of the unemployed". Paper presented to the *British Psychological Society Occupational Conference*, January.

Newell, S. (1987). "The graduates experience of the transition from higher education to the world of work and its relation to floundering". Paper presented to the *British Psychological Society London Conference*, December.

Newell, S. (1989). "What makes the transition to work difficult for graduates". Paper presented to the *British Psychological Society Annual Conference*, March.

Newell, S. (1989). "Decision islands and strategic networks. IT and the British components sector". Paper presented at the *European Group on Organization Studies colloquium, EGOS*, July, West Berlin, Germany.

Newell, S. (1989). "Technological innovation and organisational learning". Paper presented at the *British Psychological Society London conference*, December.

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Newell, S. (1990). "First-time mothers: will they return to employment or will they opt to become full-time mums". Paper presented at the *British Psychological Society Occupational Conference*, December.

Newell, S. (1990). "What affects women's career decisions at the point when they enter motherhood". Paper presented at the *British Psychological Society Women and Psychology Conference*, Birmingham.

Newell, S. & Clark, P. (1990). Technological innovation and organisational learning. In: *Advances in Manufacturing Technology V, Proceedings of the Sixth National Conference on Production Research*, pp.58-62. University of Strathclyde.

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Newell, S. (1991). "The importance of extra-organisational networks in the diffusion and appropriation of new technologies: the role of professional associations in the USA and UK." Paper presented at the *British Psychological Society Occupational Psychology Conference*, January.

Shackleton, V. & Newell, S. (1991). "A comparison of methods of selection used by French and British companies". Paper presented at the *British Psychological Society Occupational Psychology Conference*, January.

Newell, S. (1991). "The role of professional associations in the diffusion and appropriation of new technologies: a comparison of the USA and Britain". Paper presented at the 5th *European Conference on Occupational Psychology*, Rouen.

Newell, S. & Shackleton, V. (1991). "Differences between France and Britain in the use of selection methods". Paper presented at the 5th *European Conference on Occupational Psychology*, Rouen.

Newell, S. (1991). "The myth and destructiveness of Equal Opportunities: the continued dominance of the mothering role". Paper presented at the *British Psychological Society London Conference*, December.

Newell, S. & Shackleton, V. (1992). "A comparison of the use of, and attitudes towards psychometric testing in Germany and the UK". Paper presented at the *British Psychological Society Occupational Conference*, January, as part of a symposium on selection methods in Europe.

Newell, S. (1992). "The pre-eminence of mothering: why Equal Opportunities is a rhetoric with guaranteed failure". Paper presented as part of a symposium on Women in Management at the *British Psychological Society Occupational Psychology Conference*, January.

Shackleton, V. & Newell, S. (1992). "Recruitment, assessment and selection sans frontieres". Paper presented at the *25th International Congress of Psychology*, Brussels, July.

Newell, S. (1993). "The superwoman syndrome". *British Psychological Society Occupational Conference*, January .

Swan, J. & Newell, S. (1993). "Factors affecting the diffusion of new technology: Manager's cognitive maps". *British Psychological Society Occupational Conference*, January 1993.

Newell, S. (1993). "The continued pervasiveness of a gendered domestic economy: the real roadblock to equal opportunities in employment". *British Psychological Society Annual conference*, April 1993.

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Newell, S. & Swan, J. (1993). "The role of professional associations in the diffusion and shaping of knowledge about new technologies: A comparison of Britain, Canada and the USA". *European Group of Organisation Studies Colloquium*, EGOS, Paris, July.

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Swan, J. & Newell, S. (1994). "Managerial cognitions in decisions about technological innovation". Paper presented at the *2nd International Workshop on Managerial and Organisational Cognitions*, Brussels, May.

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Newell, S.; Swan, J. & Robertson, M. (1995). "The roles of professional associations in the diffusion and shaping of management information systems in Europe and North America". *European Science Foundation, European Management and Organisations Transition Programme*, Barcelona, January.

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Swan, J., Newell, S. & Robertson, M. (1997). "Inter-organisational networks for innovation in logistics: A panel discussion". *2nd IFIP 8.6 International Working Conference on Diffusion, Transfer and Implementation of Information Technology*, Cumbria, June.

Hislop, D., Newell, S., Swan, J. & Scarbrough, H. (1997). "Innovation and Networks". *British Academy of Management*, BAM, London.

Newell, S., Swan, J. & Robertson, M. (1998). A Cross-National Comparison of the Adoption of BPR: An Interactive Perspective. *Hawai'i International Conference on System Sciences*, Hawaii, January, IEEE Computer Society Press.

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Newell, S. & Swan, J. (1998). "The diffusion of Business Process Reengineering: A conceptual model". *European Conference on Information Systems*, ECIS, Aix, June.

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- Newell, S., Scarbrough, H., Swan, J. & Hislop, D. (1999). Intranets and knowledge management: Complex processes and ironic outcomes. *Hawai'i International Conference on System Sciences*, Hawaii, January, IEEE Computer Society Press.
- Swan, J., Newell, S. & Robertson, M. (1999). Cross-national comparison of the diffusion of manufacturing technologies. *Hawai'i International Conference on System Sciences*, Hawaii, January IEEE Computer Society Press.
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- Robertson, M., Newell, S., Swan, J. (1999). Is gender an issue in Information Systems. Panel at *European Conference on Information Systems, ECIS*, Copenhagen, June.
- Hislop, D., Newell, S., Scarbrough, H. & Swan, J. (1999). Following the fashion? Client-consultant relations in the implementation of process innovations. *EGOS Colloquium*, Warwick, July.
- Kautz, K., Newell, S. & Swan, J. (1999). The role of funding bodies in the creation and diffusion of management fads and fashions. *EGOS Colloquium*, Warwick, July.
- Newell, S., Scarbrough, H. & Swan, J. (1999). Intranets and knowledge management: De-centered technologies and the limits of technical discourse. *Critical Management Conference*, Manchester, July.
- Newell, S. & Swan, J. (1999). Building the House of Cards: The role of the UK Research Councils in Shaping Knowledge Creation. *2nd Organization Conference*, Amherst, Mass., September.
- Newell, S. (1999). Convenor of 'business ethics and corporate citizenship' theme at *British Academy of Management, BAM, Conference*, Manchester, September.
- Newell, S. & Mallin, C. (1999). The role and ethical impact of information technology in the distribution of corporate information. *ETHICOMP*, September.
- Swan, J., Newell, S. & Robertson, M. (2000). Limits of IT-driven knowledge management initiatives for interactive innovation processes: Towards a community-based approach. Proceedings of the 33rd Annual *Hawaii International Conference on System Sciences*, Maui, January, IEEE Computer Society Press.
- Swan, J., Newell, S. & Robertson, M. (2000). Knowledge management: When will people management enter the debate? Proceedings of the 33rd Annual *Hawaii International Conference on System Sciences*, Maui, January, IEEE Computer Society Press.

- Tansley, C. & Newell, S. (2000). Creating project communities: The importance of selection and socialisation. Paper delivered at *Knowledge Management: concepts and controversies* conference, held at the University of Warwick, Coventry, United Kingdom. 10-11 February, 2000.
- Swan, J. & Newell, S. (2000). Linking knowledge management and innovation. Paper presented at the *European Conference on Information Systems*, ECIS, Vienna, pp. 591-598.
- Newell, S., Swan, J. & Robertson, M. (2000). Contextualising knowledge management for innovation. Paper presented at the *IRMA* conference, Alaska, May.
- Newell, S. & Galliers, R. (2000). From knowledge management to information management. Paper presented at the *IRMA* conference, Alaska, May.
- Newell, S. & Galliers, R. (2000). More than a footnote: The perils of multidisciplinary research collaboration. Paper to be presented at *American Conference on Information Systems*, AMCIS, August, Long Beach, California.
- Galliers, R. & Newell, S. (2000). Electronic commerce *within* organizations: lessons from two cases. Paper to be presented at the *American Conference on Information Systems*, AMCIS, August, Long Beach, California.
- Swan, J., Newell, S. & Scarbrough, H. (2000). Appropriating Organizing Technologies with Globalizing Tendencies. *British Academy of Management*, BAM conference, Edinburgh, September.
- Edelman, L., Bresnen, M., Newell, S., Scarbrough, H. and Swan, J. (2000). 'Knowledge management for project-based learning: evidence from a Midlands hospital', in *Managing Across Boundaries*, British Academy of Management Annual Conference, University of Edinburgh, 13-15 September 2000, 24 pp.
- Edelman, L., Bresnen, M., Newell, S., Scarbrough, H. and Swan, J. (2001). 'Cross-project learning in the health-care sector: the need to generate knowledge before knowledge can be transferred', in *Managing Knowledge: Conversations and Critiques*, University of Leicester Management Centre, 10-11 April 2001, 28 pp.
- Newell, S. and Maertens, M. (2001). Managing the resourcing process in an IT outsourcing environment: A case example. Paper presented at the *European Conference on Information Systems*, ECIS, Bled, June.
- Galliers, R. and Newell, S. (2001). Back to the future: from knowledge management to data management. Paper presented at the *European Conference on Information Systems*, ECIS, Bled, June.
- Huang, J, Newell, S, and Galliers, R. (2001). Knowledge integration processes within the context of enterprise resource planning (ERP) systems implementation. Paper presented at the *European Conference on Information Systems*, ECIS, Bled, June.
- Newell, S., Edelman, L., Bresnen, M., Scarbrough, H. and Swan, J. (2001). 'The inevitability of reinvention in project-based learning', paper accepted for *The Odyssey of Organising* (sub-theme 21: Multinational and horizontal project groups), 17th EGOS Colloquium, E.M. LYON / Universite Lumiere / University Jean Moulin, Lyon, France, 5-7 July.
- Edelman, L., Bresnen, M., Newell, S., Scarbrough, H. and Swan, J. (2001). 'The paradox of social capital: structural, cognitive and relational dimensions', paper presented at *Reinventing Strategic*

Management: Old Truths and New Insights, Strategic Management Society 21st Annual International Conference, San Francisco, California, USA, 21-24 October.

Newell, S., Tansley, C. and Huang, J. (2001). Knowledge creation in an ERP project team: The unexpected debilitating impact of social capital. Paper presented at *American Conference on Information Systems*, AMCIS, Boston, August. (This was awarded best paper).

Swan, J., Scarbrough, H. and Newell, S. (2001). 'Purpose and process: linking knowledge management to innovation', paper presented at the *Academy of Management Conference*, Washington DC, USA, August.

Pan, S., Newell, S., Huang, J. and Cheng, A. (2001). Knowledge Integration as a Key Problem in An ERP Implementation. *International Conference on Information Systems*, ICIS, Dec., New Orleans.

Newell, S., Swan, J., Scarbrough, H., Robertson, M. and Galliers, R. (2002). The Importance of Process Knowledge For Cross Project Learning: Evidence From a UK Hospital. Proceedings of the 34th Annual *Hawaii International Conference on System Sciences*, Hawaii, January, IEEE Computer Society Press.

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Huang, J., Newell, S. and Galliers, R. (2002). Inter-organizational Communities of Practice. *Organizational Learning and Knowledge Conference*, Athens, March.

Huang, J., Newell, J. and Galliers, R. (2002). Sub-cultural boundaries and Component Based Development. *European Conference on Information Systems*, Poland, June.

Bresnen, M., Edelman, L., Newell, S., Scarbrough, H. and Swan, J. (2002). 'Knowledge management for project-based learning in construction', in B. O. Uwakweh and I. A. Minkarah (eds), *Construction Innovation and Global Competitiveness*, Conseil International du Batiment (CIB) 10th International Symposium (Commissions W55 and W65), University of Cincinnati, Ohio, USA, 9-13 September 2002, pp. 172-85. ISBN 0-8493-1449-6.

Huang, J., Newell, S., Galliers, R. (2002). Knowledge sharing and component based development: exploring subcultural barriers. IASTED, Virgin Islands, November.

Newell, S., Huang, J. and Tansley, C. (2002). Social Capital in ERP projects: The Differential Source and Effects of 'Bridging' and 'Bonding'. *International Conference of Information Systems*, Barcelona, December.

Scarbrough, H., Laurent, S., Bresnen, M., Edelman, L., Newell, S. and Swan, J. (2003) *Project Organizations, Embeddedness and Repositories of Knowledge*. EGOS, July.

Swan, J., Bresnen, M., Robertson, M., and Newell, S. (2003). *Interactive Innovation Processes in the Biomedical Domain: The Development of a Framework*. EGOS, July

Oshri, I., Newell, S. and Pan, S-L. (2003). Trade-offs between knowledge exploitation and exploration activities. *Academy of Management conference*, Seattle, August.

Edelman, L., Bresnen, M., Newell, S., Scarbrough, H. and Swan, J. (2003). Drawbacks to utilizing social capital: Empirical evidence from two UK organizations. Academy of Management conference, Seattle, August.

Newell, S., Susan Adams, Marcy Crary, Pricilla Glidden, Vicki LaFarge and Aaron Nurick (2004). Exploring the Variation in Student Project Team Knowledge Integration Competency: The need for tailor-made intervention strategies, ABE conference, April, Rhode Island.

Teng, W. and Newell, S. (2004). Time-Related Trust in Knowledge Creation: Cases in China and the UK. CIMOC conference, Hong Kong, June.

Swan, J., and Newell, S. (2004). The object of knowledge: the role of objects in interactive innovation. EGOS, Ljubljana, July

Newell, E., Edelman, L et al.(2004). Cross-Project Learning: the importance of social mechanisms. EGOS, Ljubljana, July.

Poulson, B., Huang, J., Newell, S., and Galliers, R. (2004). Customer Relationship Management: Beyond A Commodity Process. AMCIS conference, New York, August.

Gallant, L., Krone, K., Newell, S., and Foster, C. Contradictions in “Managing” Diversity Policy in a Healthcare Organization. (Accepted at 90th General Meeting of the Communication Association, Chicago, November, 2004)

Newell, S., Scarbrough, S., Swan, J. and Galliers, R. (2005). Sharing learning through documents: conflicting outcomes. HICSS, Jan.

Newell, S., Adams, S., Crary, L., Glidden, P., LaFarge, V. and Nurick, A. (2005). Exploring the Variation in Student Project Team: Knowledge Integration Competency. HICSS.

Newell, S., David, G. and Logan, T. (2005). Understanding the Problems of Enterprise System Implementations: Beyond Critical Success Factors. ICEIS, Miami, May.

Huang, J., Newell, S, Poulson, B. and Galliers, R. (2005) Deriving value from a commodity process: A case study of the strategic planning and management of a call centre. ECIS, Regensburg, May.

Swan, J. Newell, S., Robertson, M., Bresnen, M. and Mendes, M. (2005). Exploring interactivity in biomedical innovation: a framework and case study analysis. Organizational Knowledge, Learning and Capabilities Conference, Boston, March.

Swan, J., Robertson, M., Bresnen, M. and Newell, S.(2005) Translating new science into biomedical innovation: Power, politics and the integration of knowledge. 4th International Critical Management Studies Conference, Cambridge, UK, July.

Mendes, M., Swan, J., Robertson, M., Bresnen, M. and Newell, S. (2005) Translation in Interdisciplinary Contexts. Evolution of the Life Science Industries, Edinburgh , February.

Swan, J., Goussevskaia A., Mendes M., Bresnen, M., Newell, S. (2005) Exploring the effects of integrative and relational capabilities on biomedical innovation in the UK and US. European Group for Organisational Studies Colloquium 2005 Berlin, Germany, June.

Wagner, E. and Newell, S. (2005). Making software work: Producing Social Order via Problem Solving a troubled ERP implementation. ICIS, December.

Newell, S. and Galliers, R. (2006). Knowledge transfer: Short-circuiting the learning cycle. HICSS, Jan.

Newell, S., Adams, S., Crary, M., Glidden, P. LaFarge, V., and Nurick, A. (2006). An Autoethnographic Account of Knowledge Creation: Seeing and Feeling Knowledge Creation in Project Teams. HICSS, Jan.

Newell, S. and Edelman, L. (2006). Project Learning and Cross-Project Learning Transfer: A Synthesis of Two Perspectives. AOM, Atlanta.

Newell, S. (2006). Transferring "Best Practice": The Fallacy of Simplistic Notions. AOM, Atlanta.

Newell, S. and David, G. (2006). Understanding problems in ES Implementation Projects: Critical Success Factors and Situated Learning. AOM, Atlanta.

Newell, S., David, G. and Chand, D. (2007). Exploring trust among globally distributed work teams. HICSS.