

Contents

1	Processual Autopoietic Knowledge Production in Organizations . . .	1
1.1	Keywords of the Book	4
1.2	Structure of the Book	4
2	Organization	7
2.1	Contingency Theory	8
2.2	Contemporary Lenses and Postmodernism	9
2.3	Summary	11
3	Systemic View and Systems Thinking	13
3.1	Systems Theory and Systems	15
3.1.1	Complexity in Systems	17
3.1.2	Open and Closed Systems	19
3.1.3	Boundaries of Systems	21
3.1.4	Cybernetics and Feedback Loops	22
3.1.5	System Dynamics and Causality	23
3.1.6	Systems Research	25
3.2	Firm as a System	26
3.3	Summary	28
4	Autopoiesis	31
4.1	Autopoietic Systems	33
4.1.1	Organization and Structure	34
4.1.2	Operational Closure and Self-Reference	36
4.1.3	Boundaries of Autopoietic Systems	37
4.1.4	Structural Determinism and Coupling	40
4.1.5	Autonomy	42
4.1.6	Observing	43
4.2	Organizational Autopoiesis	45
4.3	Summary	47

5	Process Perspective	49
5.1	Process Thinking	50
5.1.1	Work Organizations	53
5.1.2	Technologies	53
5.1.3	Productive Cooperation	54
5.1.4	Employment	54
5.2	Organizational Change	55
5.3	Atomistic View	57
5.4	Potentiality and Actuality	57
5.5	Events and Entities	58
5.6	Summary	60
6	Luhmann's View of Social Autopoietic Systems	61
6.1	Social Systems	61
6.2	Social Autopoiesis	62
6.2.1	Communication	65
6.2.2	Consciousness	66
6.2.3	The Relation Between Social and Psychic Systems	68
6.2.4	Decisions	69
6.2.5	Events	71
6.2.6	Meaning	72
6.3	Knowledge Production Context	73
6.4	Summary	74
7	Epistemological Assumptions	75
7.1	Cognitivist Epistemology	75
7.2	Connectionist Epistemology	76
7.3	Autopoietic Epistemology	77
7.4	Summary	77
8	Knowledge and Knowledge Management	79
8.1	Knowledge	80
8.2	Types of Knowledge	82
8.2.1	Individual Knowledge	85
8.2.2	Organizational Knowledge	86
8.2.3	Tacit Knowledge	87
8.2.4	Explicit Knowledge	89
8.2.5	Product Knowledge	90
8.2.6	Societal Knowledge	90
8.2.7	Management Knowledge	91
8.2.8	Expert Knowledge	91
8.2.9	Social Knowledge	91
8.3	Knowledge as a Process	92
8.4	Knowledge Management	94
8.5	Summary	96

9	Evolution and Learning in Organizations	97
9.1	Learning Organization	98
9.2	Organizational Learning	100
9.3	Summary	101
10	Micro–Macro Problem	103
11	Macro and Micro Processes	105
11.1	Data Related Processes	106
11.1.1	Sensing (Micro Process)	106
11.1.2	Organizational Identity (Macro Process)	107
11.1.3	Organizational Memory (Macro Process)	110
11.1.4	Organizational Culture (Macro Process)	112
11.2	Utterance Related Micro Processes	114
11.2.1	Language and Linguaging	114
11.2.2	Metaphors	116
11.2.3	Writing	118
11.2.4	Knowledge Sharing	119
11.2.5	Information and Communication Systems	129
11.3	Understanding Related Micro Processes	135
11.3.1	Sense-Making	135
11.3.2	Absorptive Capacity	137
11.4	Acceptance/Rejection Related Micro Processes	138
11.4.1	Commitment and Motivation	138
11.4.2	Resistance to Change and Immunity Reactions	139
11.5	Summary	141
12	Firm as a Processual Autopoietic Knowledge Production Organization	143
12.1	Firm’s Evolution and Learning	144
12.2	To Improve Firms Possibilities to be a Processual Autopoietic Knowledge Production System	145
12.3	Summary	146
	Epilogue	147
	Bibliography	149
	Index	171



<http://www.springer.com/978-3-319-00103-6>

Knowledge Production in Organizations

A Processual Autopoietic View

Koskinen, K.U.

2013, XIX, 172 p., Hardcover

ISBN: 978-3-319-00103-6