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1. Unpacking ostensive and performative aspects of organisational routines in the context of monitoring systems: A critical realist approach. Federico Iannacci, Kyriakos S. Hatzaras. Information and Organization, 22(1): 1-22. Abstract: Drawing on the theory of organisational routines as generative systems, we deploy a critical realist approach based on Searle's philosophy of language to analyse the generative mechanisms that specify the pre-conditions for recognisable, repetitive patterns of interdependent activities. Using the example of the organisational routines implemented in Germany to monitor the allocation and disbursement of the European Social Fund, we contend that constitutive rules of the type "X counts as Y in context C" are at the very centre of organisational routines. Such rules consist of generative mechanisms that account for the emergence of the ostensive aspects of routines out of artefacts and/or procedures in a social structure of power relations. We further claim that, far from being proxies for the ostensive aspects of routines, artefacts whether tangible or intangible are instantiations of such ostensive aspects on a par with any other performative aspects of routines. On this basis, a re-conceptualisation and a re-labelling of the ostensive and performative aspects of routines are proposed. The former are the result of the activation of systems of constitutive rules, i.e. actual routines in critical realist terminology, the latter are patterns of interdependent activities instantiating the ostensive aspects of routines, i.e. empirical routines in critical realist terminology. Implications for theory and practice are discussed by developing a model of organisational routines that interweaves extant research streams.

2. Context and the processes of ICT for development. Niall Hayes, Chris Westrup. Information and Organization, 22(1): 23-36. Abstract: This paper argues for a rethinking of the notion of context in the information and communication technology for development (ICT4D) research domain. We argue that context can be conceived of as a dynamic outcome constructed through processes of development and interpretation rather than as an entity which can be isolated and represented. Instead of focusing on the adequacy of the representation of context—the motivation of contextualism—researchers
should consider the processes by which context is represented. Three principles are proposed to assist in this endeavour. Firstly, representation of context is a relational process in which both ‘macro’ and ‘micro’ actors engage. Understanding the context of ICT4D requires multiple accounts drawn from different actors. Secondly, while research needs to describe the concepts used by ‘macro’ actors to represent context, it is crucial to recognize them as outcomes of processes of development and not as self-evident entities. Finally, we suggest that research needs to attend to how these accounts are produced, be they by ‘macro’ and ‘micro’ actors. This can be understood as an emergent activity showing not only unexpected outcomes but also that the concepts describing actors change in development. These principles are applied to the case of M-PESA, now widely known as an innovative mobile banking application from Kenya. One outcome of this approach is that it helps explain why ICT4D projects in general, and M-PESA in particular, are often difficult to replicate successfully.

3. Knowledge management technology as a stage for strategic self-presentation: Implications for knowledge sharing in organizations.
Abstract: This article explores why it is often difficult for organizations to capture, store, and share employees’ individually held expertise. Drawing on studies of the social construction of expertise and theories of transactive memory systems and self-presentation in computer-mediated environments, we argue that knowledge management technologies are not simple containers for the storage of expertise, but that they are stages upon which individuals enact performances of expertise. Through a longitudinal study of the work of IT technicians we show that users of a knowledge management technology strategically craft their own information entries to position themselves as experts vis-à-vis their coworkers. The data suggest that proactive self-presentations enacted by a few actors early on may spur reactive behaviors of strategic self-presentation across the organization. We explore implications of these findings for theories of transactive memory systems and technology use in organizations.

4. Witty invention or dubious fad? Using argument mapping to examine the contours of management fashion.
Abstract: This paper examines management fashion discourse based on the premise that management fashions are not neutral, but problematic. It grounds this premise on Abrahamson and Fairchild’s (1999) observation that attributes the upswings of management fashion discourse to “emotionally charged, enthusiastic and unreasoned discourse”. Adopting this critical perspective, the paper conducts a careful analysis of faddish discourse in an
attempt to understand the discursive ailments that would justify ascribing a diagnosis of “unreasoned” to this discourse. To achieve this goal, the paper employs the technique of argument mapping to examine and compare the structures of early discourse surrounding: (1) Business Process Reengineering (BPR) – typically now considered a fad; (2) Enterprise Resource Planning (ERP) – an enduring, non-faddish IS discourse; and (3) Service Oriented Architecture (SOA) – a more recent discourse that is evaluated based on insights derived from comparisons of BPR and ERP. Findings from the resultant argument maps show conspicuous differences between BPR and ERP argumentation, which suggests an association between early argument structure and the faddish trajectory of discourse. Similarly, insights derived from ERP and BPR argument comparisons suggest that SOA is more likely to follow the faddish course of its BPR predecessor rather than the enduring track of ERP.