IFKAD 2018 – Final PROGRAM

13th edition of the International Forum on Knowledge Asset Dynamics:

Societal Impact of Knowledge and Design

4-6 July 2018 - Delft, Netherlands
Delft University of Technology

ARTS FOR BUSINESS INSTITUTE

TUDelft
Delft University of Technology

IKAM

9.30 – 10.00	**Conference Opening & Welcome**	*[Joost v/d Grinten Lecture Theather]*
10.00 – 10.50	**KEYNOTE SPEECH** Wim Van Saarloos – Leiden University, Netherlands	*[Joost v/d Grinten Lecture Theather]*
	"The Dutch poldermodel of science and science organization – reassessing its pros and cons in a time of international reorientation "	
10.50 – 11.05	**Coffee Break & Networking**	*[IO Main Hall]*
11.05 – 12.45	**PARALLEL SESSIONS**	

[Han Dirken] **Knowledge and human resources practices**	[Studio 14] **Value Creation**	[Studio 15] **Innovation**	[Joost v/d Grinten] **The role of KM in the age of digital transformation**
Chair name: Ernesto De Nito	Chair name: Øivind Revang	Chair name: Johanna Hounschild	Chair name: Susanne Durst
Filomena Buonocore, Davide de Gennaro, Ernesto De Nito, Alessandro Hinna The behavior of public leaders working in uncertain contexts	*Jouni Lyly-Yrjänäinen, Leena Aarikka-Stenroos, Teemu Laine* Assessing Customer Perceived Value at the Early Stages of the Product Development Process	*Guillermo Antonio Davila, Tatiana Andreeva, Gregório Varvakis* How are ICT-based knowledge governance mechanisms improving absorptive capacity and organisational outcomes?	*Aleena Shuja, Naveed Yazdani, Aleema Shuja* Investigating Resilience and Performance of Emergent Financial Technology Startups Endorsed by Entrepreneurial Orientation and Knowledge Management
Majang Palupi, Heru Kurnianto Tjahjono, Fauziyah, Punang Amaripuja Experimental Study of Distributive and Interactional Justice Influences on Dysfunctional Behaviour of Millennials	*Øivind Revang, Johan Olaisen* Facilitating Knowledge Work for Dynamic Value Creation - A Semantic Approach	*Johanna Haunschild, Laura Kreiling* ENRICH Community Building – Development of a Decision Support Tool for Membership Selection	*Jenny R. Gisy, Dieter H. Früauff, Marion Kahrens* Tackling digital accounting process complexity with knowledge management: An analysing framework
Andrea Bencsik, Andrej Hevesi, Peter Molnar Correlation between Knowledge Sharing Willingness and (Intrinsic – Extrinsic Motivated) Life Goals	*Arni Surwanti, Nuryakin, Siswoyo Haryono* Do the capital structure mediate firm's characteristics on companies' value? a study in southeast Asia	*Bernhard Smandek, Andreas Barthel, Thomas Damitz, Taynah Lopes de Souza* Technology Transfer Impact Determination in the Public Sector by Quantitative and Survey-Based Indicators	*Maria Luce Lupetti, Maria Franca Norese, Xiaolu Wu* A video-based assessment of likeability and usability in playful applications of robots for children
	Lidia Petrova Galabova Strategic value of design: an intellectual capital perspective	*Francesca Jacobone, Beatrice Elia, Gabriella Ferruzzi* The project financing in the energy autonomy strategies: new approaches and key implications for innovation policies	*Fred Strønen, Vilde Holtar Rønning,Karl Joachim Breunig* Digital transformation and innovation capabilities in the financial sector

IFKAD 2018 – WEDNESDAY 4 July 2018
13th edition of the International Forum on Knowledge Asset Dynamics:
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IFKAD

12.45 – 13.50	**LUNCH**	*[IO Main Hall]*

13.50 – 14.40	**KEYNOTE SPEECH** Ena Voûte - Delft University of Technology, Netherlands	*[Joost v/d Grinten Lecture Theather]*

"Impact through Design at the Faculty of Industrial Design Engineering, TU Delft"

14.40 – 16.20	**PARALLEL SESSIONS**

[Han Dirken] **Social & Intellectual Capital**	[Studio 14] **Managing knowledge risks in organizations**	[Studio 15] **PhD Consortium**	[Joost v/d Grinten] **Knowledge-based strategic and project management**
Chair name: Johan Olaisen	Chair name: Malgorzata Zieba	Chair name: Daniela Carlucci	Chair name: Victoria Horvath
Satawat Bunyasiriroj, Carine Dominguez-Péry, Vincent Ribiere The influence of social ties strength on the absorptive capacity of social enterprises: a multiple case studies of social enterprises in Thailand *Aleema Shuja, Ijaz A. Qureshi, Aleena Shuja, Mike Whitty* Securing the resilience of NGOs through social capital and enterprise systems thinking with improved organizational learning - An investigation from Pakistan *John Dumay* Using knowledge management to address "wicked' problems *Fauziyah, Majang Palupi, Heru Kurnianto Tjahjono, Punang Aripuja* Global Warming Prevention Efforts as Implementation of Individual Social Responsibility (ISR) of Services Users of Motor Vehicle Workshop	*Susanne Durst, Malgorzata Zieba, Helio Aisenberg Ferenhof* Knowledge Risk Management in Organizations *Constantin Bratianu* Hannibal ante portas and the knowledge risk framework *Bruna Devens Fraga, Gregorio Varvakis, Denilson Sell* Framework for analyzing critical knowledge related to the potential of organizational resilience	*Coosje Hammink, Masi (M.) Mohammadi* Research Methods for the Design of Smart Environments: a Comparison Between Two Types of Buildings *Seyedeh Zahra Zamani, Susanne Durst, Pia Ulvenblad* Supporting and hampering factors with regard to innovation in emerging countries: Insights from a systematic literature review *Cecilia Morales-Del-Río, Juan Mejia Trejo* Key factors of eWOM on the consumer making-decision process	*Lajos Szabó* The role of PMOs as knowledge management centers in strategic project management *Tuija Rantala, Katariina Palomäki, Katri Valkokari* Transforming Data into New B2B Business Opportunities *Antonio Bassi, Silvia Vigato, Moreno Bonetti, Luca Buffoni, Gianni Lucia, Riccardo Vaccargiu* PMO and Project Success - The importance of a project management structure *István Csendes* Implementing Project Portfolio Management – The Case of Hungarian Banking Sector

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16.20 – 16.40	**Coffee Break & Networking**	*[IO Main Hall]*

16.40 – 18.20   **PARALLEL SESSIONS**

[Han Dirken] **Knowledge 4.0 – Managing knowledge for digitally enabled value creation of SMEs, Start-ups and networks**	[Studio 14] **Organization design and strategic knowledge management**	[Studio 15] **Organizational Knowledge & Learning**	[Joost v/d Grinten] **Knowledge-based strategic and project management**
Chair name: Klaus North	Chair name: Krishna Venkitachalam	Chair name: Román Calvo-Morales	Chair name: Lajos Szabo
Klaus North, Nekane Aramburu, Oswaldo Lorenzo, Iñaki Garagorri Promoting digitally enabled growth in SMEs: a framework proposal *Jonathan Masior* Analysis of Design Requirements on the Integration of Technology Databases *Thomas Hardwig, Stefan Klötzer, Margarete Boos* Software-Supported Collaboration: A New Way of Working in Small and Medium-Sized Enterprises *Alexander Tanichev, Vitaly Cherenkov, Natalia Kurasheva* Modelling of Value Creation Process for Digital Business: Human Intellectual Capital in the Digital World	*Kellen Christina Peitl, Oswaldo Luis Agostinho* Structuring Knowledge Inside Organizations: Tools and Practices of Knowledge Management *Hilde de Groot, A. C.R. van Riel, de Vries* Controversy in interorganisational service innovation projects; a literature review *Steve Borgatti, Fabio Nonino, Giulia Palombi* The Impact of Social Relationships and Incentives on Small Groups' Knowledge Sharing Dynamics *Giuseppe Cappiello, Raffaele Corrado, Antonio Daood* Knowledge transfer when the plug is disconnected	*Román Calvo-Morales, Davinia Hernández-Leo, Patricia Santos, Laura Carnicero* Understanding how employees interact with a microlearning app in automotive workplace context *Juan Gabriel Cegarra-Navarro, Manlio Del Giudice, Anthony Wensley, María Teresa Sánchez-Polo* Overcoming Knowledge Barriers by Continuous Learning: Lessons from Patients *Eniko Varga, Zoltán Baracskai* Cyber DIY: Learner expectation patterns in new knowledge selection and validation *Yasmina Khadir-Poggi* A Marxian perspective on organisational knowledge	*Arkady Trachuk, Natalia Linder* Assessment of the impact of foreign credit institutions on the performance of domestic banks: Empirical analysis results *Juan Gaytán-Cortés, Antonio de Jesús-Vizcaino, Juan Antonio Vargas-Barraza* Strategic factors of the Capital structure of the manufacture, services and communication sector in Mexico *Viktória Horváth* Project management competence in standards – a comparative analysis

18.30 – 21.00	**WELCOME RECEPTION**

     -   *Delft University of Technology - IO Main Hall*

9.30 – 11.35   **PARALLEL SESSIONS**

[Studio 12] **Knowledge Management in Education**	[Studio 13] **Managing Knowledge in Supply Chain at the era of Digital Transformation and Industry 4.0**	[Studio 14] **Organizational Unlearning: Opportunities and Interdisciplinary Perspectives**	[Studio 15] **A social perspective of knowledge-based innovation: mobility and aggregation**	[Joost v/d Grinten] **WORKSHOP** **Science of Ideas**
Chair name: Ismail AL-Taharwa	Chair name: Roberto Cerchione	Chair name: Thomas Grisold	Chair name: Francesco Galati	Moderator: Guido Enthoven
Chiara Fantauzzi, Nathalie Colasanti, Gloria Fiorani, Rocco Frondizi Distance learning in Italian universities: state of the art and future perspectives *Mzwandile Muzi Shongwe* Tacit knowledge transfer in students' work integrated learning programmes *Diana Artemova* Application of benchmarking in transition to entrepreneurial university *Ismail AL-Taharwa, Mahmoud Farfoura* Teamwork dimensionality: local vs. global software engineering project development teamworks	*Piera Centobelli, Roberto Cerchione, Emilio Esposito* How to align enterprise knowledge and KMSs in supply chains facing digital transformation: A strategic decision-making tool *Gianluca Elia, Giuseppina Passiante, Gloria Polimeno, Gianluca Solazzo* Creating Value for organizations through Big Data: a Framework based on a systematic literature review *Pasquale Del Vecchio, Ylenia Maruccia, Giuseppina Passiante, Giustina Secundo* Big Data and Supply Chain Data Science: empirical evidences from a System Dynamics Approach *Michael Kelber, Jörg Rainer Noennig* Communication Design: A Driving Source of wide-rangig Production Networks *Davide Aloini, Roberta Amerotti, Valentina Lazzarotti, Luisa Pellegrini, Pierluigi Zerbino* Inside-out: the forgotten side of Open Innovation and the role of ICT and digital transformation	*Annette Kluge, Arnulf S. Schueffler, Christof Thim, Gergana Vladova, Norbert Gronau* Putting intentional organizational forgetting to an empirical test: Using experimental designs to measure forgetting of organizational routines. *Annette Krauss, Staci Bu Shea* Unlearning Institutional Habits *Malka Liaquat, Muhammad Hassan, Muhammad Rizwan* A Systematic Analysis of Literature on Organizational Unlearning and Forgetting *Thomas Grisold, Jan Mendling* Role Transition During Unlearning and Learning in Organizational Routines: An Interventional Perspective *Regina Anna-Maria Palmer, Adrian Klammer* Integrating the fields of organizational culture change and unlearning	*Beatrix Bókayné Andráskó, Zoltán Baracskai* How Digital Natives should Acquire Knowledge with Gamification) *Francesco Galati* Regional absorptive capacity: a review *Morteza Hosseini, Masi Mohammadi, Alexander Rosemann, Torsten Schröder* Exploring the potential of colored glass in the south façade for optimizing visual comfort *Patrocinio Zaragoza-Sáez, Enrique Claver-Cortés, Mercedes Úbeda-García, Bartolomé Marco-Lajara, Francisco García-Lillo* An exploratory study about ambidexterity in Spain-based subsidiaries	*Han Bakker* The Science of Ideas, a Postnihilistic Approach *Willemijn Brouwer* Practical use of mediators of creativity, vol 1: Why to make explicite use of expertise in problem solving and innovation workshops? *Johan Olaisen, Øivind Revang* A comparative philosophy of science study of IFKAD papers 2016 and 2017. Making knowledge management creative, engaged and relevant *Clive Holtham, Angela Dove* Making ideas tangible: the key role of managerial reflection in the evolution of knowledge and insight

11.35 – 11.55	**Coffee Break & Networking**	*[IO Main Hall]*

11.55 – 12.45	**KEYNOTE SPEECH** Guido Enthoven - Dutch Institute for Social Innovation, Netherlands	*[Joost v/d Grinten Lecture Theatre]*

"Towards a Science of Ideas "

12.45 – 13.50	**LUNCH**	*[IO Main Hall]*

13.50 – 15.05	**PARALLEL SESSIONS**

[Studio 12] **Customer Knowledge Management as a solution for product and service failure and returns**	[Studio 13] **Communities and cities creating social and public value: people, design, knowledge, technology, processes and environments**	[Studio 14] **Good for (He)art and Good for Society: Mapping the Societal Impact of Knowledge, Participation, and Entrepreneurship in the Cultural and Creative Sector**	[Studio 15] **Healthcare & Public Services**	[Joost v/d Grinten] **WORKSHOP** **Science of Ideas**
Chair name: Michal Krčál	Chair name: Alexandra Zbuchea	Chair name: Paola Demartini	Chair name: Milla Ratia	Moderator: Han van der Meer
Michal Krčál Using knowledge from customers to product innovation and reverse flows decrease: conceptual model *Farag Edghiem* Investigating Service Innovation, Micro Cases Strategy *Raminta Jokubauskiene, Rimgaile Vaitkiene* Mechanisms of customer knowledge integration in the open innovation process: Health-tech case	*Mauro Romanelli* Towards sustainable cities *Alexandra Zbuchea, Mauro Romanelli* The role of NGOs in urban development *Adriana Zait, Andreia Gabriela Andrei, Elena-Madalina Vatamanescu* Researchers under lens: handling knowledge from the life of mind towards practical outcomes for smart cities	*Laura Corazza, Maurizio Cisi, Simone Domenico Scagnelli* *The accounting of cultural heritage assets of Italian Universities' Museums: groking the third mission* *Leticia Labaronne* *(Re-)Evaluating the artistic value and societal impact of the performing arts* *Lucia Biondi, Paola Demartini, Lucia Marchegiani, Michela Marchiori, Martin Piber* *The Outreach of Participatory Cultural Initiatives: The importance of Creating and Exchanging Knowledge*	*Elisabetta Benevento, Davide Aloini, Riccardo Dulmin, Valeria Mininno* Improving the accuracy of waiting time prediction in Emergency Departments *Milla Ratia, Jussi Myllärniemi* Beyond IC 4.0: The Future Potential in the Private Healthcare of BI-tool Utilization *Punang Amaripuja, Fauziyah, Majang Palupi, Heru Kurnianto Tjahjono* An Analysis of e-Government Systems in Indonesia: Stages of Evolution and Challenges	*Robert Verheule* The creative reptile *Frido Smulder* Ideas into good currency: method or foolishness? *Katrina Heijne, Linda Smit* The Creative Diamond revisited: Reverging, an essential transition step between Diverging and Converging

15.05 – 16.20 **PARALLEL SESSIONS**

[Studio 12] **Customer Knowledge Management as a solution for product and service failure and returns**	[Studio 13] **Communities and cities creating social and public value: people, design, knowledge, technology, processes and environments**	[Studio 14] **Good for (He)art and Good for Society: Mapping the Societal Impact of Knowledge, Participation, and Entrepreneurship in the Cultural and Creative Sector**	[Studio 15] **Sustainability & Performance**	[Joost v/d Grinten] **WORKSHOP** **Science of Ideas**
Chair name: Radoslav Skapa	Chair name: Mauro Romanelli	Chair name: Martin Piber	Chair name: Karl Joachim Breunig	Moderator: Guido Enthoven
Josune Sáenz, Aino Kianto, Nekane Aramburu How can knowledge management practices enhance organizational learning and customer value? The moderating role of technology level *Alena Klapalová* Consumer product returns – feedback and knowledge management *Radoslav Škapa* Reverse logistics as a source of the process and product innovation: an empirical study	*Alessandra Ricciardelli, Margaret Antonicelli, Francesco Manfredi* Organizational models for community management in conflict settings. The case of Jenin on the Gaza Strip *Francesca Rizzo, Alessandro Deserti* The "real" vs the "ideal" process of social innovation development: a case-based analysis *Manan Bawa, Dagmar Caganova, Ivan Szilva* Visions of Smart Cities and its Best Practices	*Paola Demartini, Michela Marchiori, Lucia Marchegiani* Citizen Engagement as a criterion to select the European Capital of Culture. A critical appraisal *Pierluigi Catalfo, Martina Giustra* The relationship between architecture and democracy: the example of Imre Makovecz's work within the faluhazák project during the 1970s and 1980s. The value of the contribution of architecture to cohesion and social engagement. *M. Irene Prete, Pamela Palmi, Luigi Piper, Gianluigi Guido* Creating satisfying visitors' experience in cultural organizations	*Mariolina Longo, Matteo Mura, Leonardo Boni, Lorenzo Cellini* Sustainability Reporting: A Comparison between SMEs and Large Organizations *Eduardo Trauer, Aline de Brittos Valdati, José Leomar Todesco, Eduardo Moreira da Costa* Knowledge Representation of the Specialty Coffee Agribusiness System *Tale Skjølsvik, Karl Joachim Breunig* Strategy as innovation: Exploring the role of innovation in strategic thinking	*Rico Sneller* What is an idea? Between Synchronicity and Opacity *Marc Heleven* 37 ways

16.20 – 16.50 **Coffee Break & Networking** *[IO Main Hall]*

16.50 – 18.10 **ROUND TABLE -** *"Writing scientific publications and meeting the editors"* *[Joost v/d Grinten]*

includes **KEYNOTE LECTURE -** John Dumay - Macquarie University, Australia

"Academic Research, Publishing and Writing Strategy"

20.30 – 23.30 **GALA DINNER**

- *Museum Prinsenhof Delft, Sint Agathaplein 1, Delft*

9.30 – 11.35 **PARALLEL SESSIONS**

[Studio 13] **Communities and cities creating social and public value: people, design, knowledge, technology, processes and environments**	[Studio 14] **Knowledge Architecture. How Spatial Design Supports Knowledge Work - Evidence and Best Practices from Micro to Macro Scale**	[Studio 15] **Business Models**	[Joost v/d Grinten] **Knowledge Management**	[Teacherlab 0.1] **WORKSHOP "Glass Bead Game" – part 1**
Chair name: Mauro Romanelli	Chair name: Anja Jannack	Chair name: Peter Lindgren	Chair name: Enrico Scarso	Moderator: Guido Enthoven
Stefanie Wesselman Students as actors in a knowledge-based urban development - An empirical study of urban factors of attractiveness	*David Hick, Adam Urban, Joerg Rainer Noennig* Data4City - data-based business modeling for service design and urban planning	*Sergey Yablonsky* Big Data Dimensions of Intellectual Capital	*Dmitry Kudryavtsev, Tatiana Gavrilova, Anna Kuznetsova* The Efficacy of Knowledge Management Tools across Domains	This workshop is inspired by the novel *'The Glass Bead Game'* - 'Das Glasperlenspiel' - which was published in 1943. The author Hermann Hesse received the Nobel Prize for Literature a few years later. He describes an imaginary society 'Castalia' around the year 2200. The most important activity in Castalia is the annual play of the Glass Bead Game for several weeks. In essence, it is a game that evolves every year, in which the laws of various disciplines - such as mathematics, biology, psychology, legal science - are involved in game form. The game is not specifically operationalized in the book. During IFKAD 2018 we'll play a Glass Bead Game on the topic *'Science of Ideas'*.
Shanker Seetharam, Cathy Garner KM Research and Case Studies in Emergency Crisis Disaster Management and its Integration	*Jörg Rainer Noennig, Anja Jannack, Berit Edlich, Jenny Pick* SPUR - Structured Project Development for University Researchers – A methodological approach	*Jane Flarup, Gitte Kingo Andersen, Peter Lindgren* Business Model Innovation Coaching in a three-dimensional continuum	*Vlad-Andrei Alexandru, Andreia G. Andrei, Ettore Bolisani, Juan G. Cegarra Navarro, Aurora Martinez-Martinez, Marco Paiola, Enrico Scarso, Elena-Madalina Vatamanescu, Malgorzata Zieba* Knowledge Management approaches of small and medium-sized KIBS firms: a descriptive analysis of four countries	
Nicola Capolupo, Gabriella Piscopo Value co-production in the interaction between P.A. and active citizenship. Social media as tool to communicate natural calamity	*Jesús López Baeza, Damiano Cerrone, Panu Lehtovouri* Integrative urbanism: using social media to map activity patterns for decision-making assessment	*Peter Lindgren, Trine Bjørn Olesen, Klaus Lomborg Nielsen, Michael Niels Sjørvad, Lasse Eberhart Skov, Klemen Nielsen, Margrethe Elise Børsting* Developing Multi Business Model Innovation Competence and Environments - an experiment in 8 Nordic businesses	*Anna B. Tatsiopoulou, Basilis Boutsinas* EURISKO a Methodology for Extracting Knowledge Driven Events from Log Files - A Gamification Based Approach	
Gabriele Palozzi, Antonio Chirico, Camilla Falivena Leonardo Calò How information availability changes healthcare chronicity management: findings from a pilot case study	*Florian Sägebrecht, Peter Schmiedgen, Christian John, Jörg Rainer Noennig* TRAILS: Experiences and Insights from a Traveling Innovation Lab Experiment	*Erik Steinhöfel, Henri Hussinki, Manfred Bornemann* Evaluation of Business Models – A systematic Literature Review		
Ramona-Diana Leon, Mauro Romanelli Knowledge sharing in SMART communities	*Mathias Hofmann, Sander Münster* Evaluation of digital media tools for a mass-scale digital participation system in urban planning	*Katalin Darabos, Zoltán Baracskai* Conceptual Model for Family Business Strategies in Chaotic Ecosystems		

11.35 – 11.55	**Coffee Break & Networking**	*[IO Main Hall]*

11.55 – 12.45	**KEYNOTE SPEECH** - Jörg Rainer Noennig - Dresden University of Technology, Germany	*[Joost v/d Grinten]*

"Making Cities Together: Tools for Urban Co-Design"

12.45 – 13.50	**LUNCH**	*[IO Main Hall]*

13.50 – 15.30	**PARALLEL SESSIONS**

[Studio 13] **Cultural Industry & Tourism**	[Studio 14] **Knowledge Architecture. How Spatial Design Supports Knowledge Work - Evidence and Best Practices from Micro to Macro Scale**	[Studio 15] **Knowledge and human resources practices**	[Joost v/d Grinten] **Conceptual Design & Design Thinking**	[Teacherlab 0.1] **WORKSHOP** **"Glass Bead Game" – part 2**
Chair name: Mahta Saremi	Chair name: Joerg Rainer Noennig	Chair name: Alessandro Hinna	Chair name: Meliha Handzic	Moderator: Guido Enthoven
Mahta Saremi, Hassan Darabi, Mohammad Javad Amiri, Golamreza Nabi Bidhendi, Homa Eirani Behbahani Historical Destination Image as a New Concept in Heritage/Cultural Tourism *Xi'xiao Wei, Wenya Chang* Research on Development Status and Trends of Chinese Cultural Industry Investment and Finance *Heru Kurnianto Tjahjono , Nandya Octanti Pusparini, Yiyi Dian Dwi Putri, Muhammad Akhid Abdillah* Study of balanced scorecard model for developing the tourism village based community in Brajan village *Pengju Wei, Yu Wang* Analysis on Risks of China 's Cultural Creativity Industry Securitization: Case Study of Film Industry	*Benjamin Stelzle, Fabrice Naumann, Torsten Holmer, Anja Jannack, Joerg Rainer Noennig* A Minimal Viable Process and Tools for Massive Participation in Urban Development *Sebastian Wiesenhuetter, Jörg Rainer Noennig, Michael Kelber* Upscaling On-Campus Innovation and Transfer: Innovation Camps and Villages *Ulrich Hartmann* U_DEsign – Urban_Design Environment, Open Platform for Public Participation *Torsten Holmer, Jörg Rainer Noennig* Analysing Topics and Sentiments in Citizen Debates for Informing Urban Development	*Teresina Torre, Daria Sart,* Human resources practices in the era of the big data. Which challenges? Which opportunities? *Eva Gatarik, Peter Kelemen, Alzbeta Kurillova , Stepan Dolezel, Daniel Meduna* Behavioral patterns and skills for coping with the unexpected in project management: An exploratory case study *Paolo Canonico, Ernesto De Nito, Vincenza Esposito, Mario Pezzillo Iacono* Project manager competences in a lean product development setting *Paolo Canonico, Ernesto De Nito. Vincenza Esposito, Mario Pezzillo iacono* The competence model and the standardization: a critical perspective	*Leonie van Buuren, Masi Mohammadi* A set of architectural design patterns and strategies that support orientation for smart inpatient residential health care environments for seniors with dementia *Eleonora Gabriela Contu* The Importance of Product Design in Marketing Activity: Trends in the 21st century *Seweryn Rudnicki* Empathy and complexity: The system theory perspective on design thinking as a knowledge management process *Meliha Handzic, Charles van den Heuvel* Digital Humanists' Knowledge Space: A Conceptual Design	This workshop is inspired by the novel *'The Glass Bead Game'* - 'Das Glasperlenspiel' - which was published in 1943. The author Hermann Hesse received the Nobel Prize for Literature a few years later. He describes an imaginary society 'Castalia' around the year 2200. The most important activity in Castalia is the annual play of the Glass Bead Game for several weeks. In essence, it is a game that evolves every year, in which the laws of various disciplines - such as mathematics, biology, psychology, legal science - are involved in game form. The game is not specifically operationalized in the book. During IFKAD 2018 we'll play a Glass Bead Game on the topic *'Science of Ideas'*.

15.30 – 15.50	**Conclusions, Closing Remarks**	*[Joost v/d Grinten]*