

**THE HONG KONG POLYTECHNIC UNIVERSITY
DEPARTMENT OF MANAGEMENT & MARKETING**

DEPARTMENTAL RESEARCH SEMINAR

**Knowledge appropriation in a context of
turbulent career times**

By

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Date: Friday, 17 October 2008

Time: 11:00 a.m. - 12:00 noon

Venue: M802

All interested are welcome

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ABSTRACT

Prof. Ken Kamoche

Dr Amy Wong

The knowledge management literature is underpinned by the assumption that knowledge is created for the use of the organization, to achieve organizational objectives. The role of the individual in realizing these ends is generally viewed as unproblematic since human resources are considered to be one medium of transfer in the knowledge-creation process. Also problematic is the fact that the dominant unitarist management ethos disregards the critical role of power in social relations. We argue that the dynamics of career development in contemporary society challenge these assumptions to the extent that the individual's career enhancement activities may often be at odds with organizational objectives, thus pitting 'employability' against 'flexibility'. We examine how the changing dynamics of the labour market and its subsequent impact on (individual's) 'career capital' aspirations necessitate a reconfiguration of the knowledge appropriation process. Finally we explore the organizational and policy implications against a backdrop of the current global financial crisis.