

Contents

Foreword	9
1 Introduction	15
1.1 Organizational memory studies: A status quo	15
1.2 Problematization: An Organization between past, present and future	18
1.3 Structure of the thesis	23
2 Social memory studies	25
2.1 Social memory studies across different disciplines	25
2.2 Social memory from a sociological and cultural perspective ...	28
2.2.1 Maurice Halbwachs's concept of collective memory	30
2.2.2 Aleida's and Jan Assmann's concept of cultural memory	33
2.2.3 The memory function by Niklas Luhmann	36
2.3 Organizational memory	48
2.3.1 Levitt and March's concept of organizational learning ...	49
2.3.2 The 'storage bin' model	51
2.3.3 Organizational memory and knowledge management systems	53
2.3.4 Organizational forgetting	55
2.3.5 Organizational remembering	57
2.3.6 Organizational memory as practice structure	59
2.3.7 The current status of organizational memory studies	61
3 The concept of the organizational memory funtion	67
3.1 Memory as a function: An answer to 'self-produced indeterminacy'	67
3.2 The core of the organizational memory function	74
3.3 Decision premises and the organizational memory function ...	79
4 Case context: Entertain Corp.	89
4.1 The interrelation of theory and empiricism: Epistemological and methodological assumptions	89
4.2 Data collection	93
4.3 Data analysis	96
4.4 Vignettes: The R&D department against the rest of the organization	98

4.4.1	The venture process as a consequence of growth	98
4.4.2	The R&D department	107
4.4.3	Going mobile: The iPhone and Android applications ...	110
5	The organizational memory function at Entertain Corp.	119
5.1	Decisions and the organizational memory function	119
5.2	Decision premises and the organizational memory function .	124
6	The contingency of possible pasts and futures at Entertain Corp.	145
6.1	The memory function and the oscillation into the future	147
6.2	Reflexive structures	154
6.3	The form of the organizational memory function	162
7	Concluding reflections and contributions	167
7.1	Recapitulation of the theoretical framework	167
7.2	Contributions	173
7.2.1	Contribution to organizational memory studies	173
7.2.2	Contribution to the communication constitutes organizations perspective	175
7.2.3	Contribution to Social Systems Theory	176
7.3	Limitations and future research	178
	Bibliography	181