



**Maynooth
University**

National University
of Ireland Maynooth

School of Business Research Seminar Series 2016-2017

***'This is What Advice is For:
Formal Structure and Informal Knowledge Sharing in Formula
One Teams'.***

Dr Paola Zappa

Date: Wednesday, 15 March 2017

Time: 1.00pm

**Venue: RHE01, School of Business Building,
North Campus, Maynooth University**

Paper Abstract

This paper examines how formal organisational structure and informal social structure jointly affect knowledge sharing across the boundaries of organisational subunits. Building on and extending the classic notion of organisations as hierarchical social systems, the paper proposes and tests a set of hypotheses on the extent to which the informal structure is independent from coordination of activities and knowledge flows implied by the formal workflow structure. Empirical analysis of advice relations among members of a Formula One racing team reveals that advice relations do not simply align to formal mechanisms of coordination among subunits, but strengthen and reverse them. Observed mechanisms of interplay between formal and informal relations are the result of the counterbalance between dissimilarity in the knowledge domains of advice seeking partners and similarity in the range of activities in which knowledge domains are exploited.

About the Speaker

Dr Paola Zappa earned her PhD in Management from the University of Milano-Bicocca, Italy. Prior to joining Maynooth University School of Business, Dr Zappa has held academic positions in the University of Milano-Bicocca and the University of Italian Switzerland, as well as visiting positions at the University of Manchester (UK) and University of Melbourne (Australia). She has taught multiple courses and workshops in the areas of Management, Research Methods and Social Network Analysis at these institutions.

To RSVP, please email business@nuim.ie.