

## Refereed Proceedings - Abstracts

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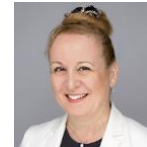
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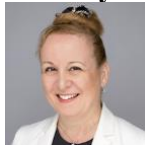


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We would like to thank all the Program Committee (PC) members for their outstanding scholarly reviews and dedicated feedback to the authors!

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**Industry Day**  
**Wednesday, 24 June 2026**  
**ISEG - Lisbon School of Economics & Management**  
**Lisbon, Portugal**  
<https://iiakm.org/conference/>

**Invited Keynote**  
**Cybersecurity Maturity Model Certification (CMMC): Strengthening Cyber Resilience Across the Defense Industrial Base**

**Jeff Angle**

Vice President, Global Academia Education and Workforce Development

<https://isaca.org/>

**Abstract:**

The Cybersecurity Maturity Model Certification (CMMC) program represents a significant evolution in the U.S. Department of Defense's approach to securing the Defense Industrial Base (DIB). Designed to protect Federal Contract Information (FCI) and Controlled Unclassified Information (CUI), CMMC establishes a standardized framework for assessing and validating cybersecurity practices across more than 200,000 organizations supporting defense operations worldwide.

This session examines the origins, structure, and governance of CMMC, including the cybersecurity threats and systemic risks that drove its development. Attendees will explore how decades of cyber espionage, intellectual property theft, and supply chain compromise—illustrated through real-world cases such as APT10 “Cloud Hopper” and the Boeing supply chain breach—demonstrated the limitations of self-attestation and the need for independently verified cybersecurity maturity assessments. This presentation will provide an overview of the CMMC model, including its tiered maturity levels and alignment with national security objectives.

Attendees will leave with a practical understanding of certification pathways, governance requirements, and the strategic importance of CMMC in reducing cyber risk throughout the defense supply chain. This session is intended for cybersecurity professionals, auditors, governance and risk leaders, defense contractors, business leaders, and compliance practitioners seeking to better understand the future of cybersecurity assurance within the DIB ecosystem.

**About the Speaker:**

Jeff Angle is currently the Vice President of Academic and Workforce at ISACA, Chicago, USA. Jeff is a highly experienced executive focused on the education of the future workforce. He has held executive level roles with ETS, Pearson, HMH, and Arizona State University. Jeff has developed successful academic and workforce development programs through out the US, Middle East and the LATAM areas focused on upskilling students in secondary and post-secondary education. In his spare time, Jeff is faculty at the W.P. Carey School of Business at Arizona State University.



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**Invited Talk**

**Bridging the Performance Paradox: A T7 Model Analysis of Team Effectiveness  
and Knowledge Flow in a Leading European Pharmaceutical Group**

**Nuno Pena**

ISEG Executive Education, Portugal

**Abstract:**

The global pharmaceutical industry is currently navigating a period of radical structural realignment, moving away from the era of "blockbuster" drugs toward a specialized, highly regulated landscape where success depends on collective intelligence and agile execution. This session addresses a "Performance Paradox" identified within a leading European pharmaceutical group, where a robust commercial presence is frequently undermined by internal fragmentation and departmental silos—a cultural phenomenon known as the "farm spirit". These systemic barriers trap critical knowledge and inhibit the cross-functional flow necessary for scientific innovation and long-term market leadership. To diagnose these challenges, the T7 Model of Team Effectiveness is utilized as a diagnostic lens, triangulating data from 25 semi-structured interviews across diverse commercial and support units. The research identifies specific failures in internal teaming skills and interpersonal trust, which are often exacerbated by an "active inhibitor" in the form of archaic technological infrastructure. These structural and behavioral gaps create a state of "artificial peace" where conflict is avoided, and procedural inefficiencies are overcome only through excessive individual effort rather than systemic excellence. The intervention outlines a comprehensive transformation plan that integrates the ADKAR and Kotter Change Management frameworks to bridge these gaps. The strategy is anchored by three core pillars: cultural unification to foster psychological safety and dismantle silos, radical digitalization of workflows to replace high-friction manual systems, and the evolution of leadership styles from control-oriented to coaching-oriented. This dual approach addresses both the individual transition and the organizational alignment required to sustain new ways of working.

**About the Speaker:**

**Nuno Pena** is a strategic leader, talent architect, and academic with extensive international experience across global corporations and higher education. He has held senior leadership roles in Learning, Leadership Development, Talent Management, and Organizational Transformation at organizations including *Amazon*, *Zalando*, *Coca-Cola Europacific Partners*, *OutSystems*, and *Talkdesk*. He currently serves as Interim Strategic Advisor & Principal Consultant at STRATalent and as Assistant Professor at ISEG Executive Education and Universidade Lusófona, where he designs and delivers programs in Strategic Human Resources Management, Change Management, Leadership, and Digital Transformation. Grounded in a Ph.D. and Postdoctoral research foundation in Information Management, Strategic HR, and Corporate Learning, Nuno combines academic rigor with hands-on executive practice, focusing on corporate learning ecosystems, leadership development, learning agility, organizational effectiveness, and AI-enabled talent transformation.



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**Invited Talk**  
**Scaling Through Autonomy**

**Tiago Roxo**  
Head of People, Tekever

**Abstract:**

As organizations scale, complexity grows exponentially. Communication lines multiply, decision-making slows down, and processes naturally begin to replace trust, proximity, and ownership. In many companies, growth unintentionally creates bureaucracy faster than capability. This challenge becomes particularly critical in high-growth technology environments, where innovation, execution speed, and adaptability are core competitive advantages. Organizations operating across AI, software, defence and security must simultaneously manage rapid expansion, increasing operational complexity, and high-stakes delivery environments, often under intense external pressure and constant change. At the same time, scale creates another tension: the pressure to grow headcount quickly while preserving the cultural foundations that enabled early success. Hiring speed and organizational expansion can easily dilute accountability, reduce leadership proximity, fragment knowledge sharing, and create dependency on process instead of judgment.

This session explores how autonomy can evolve from a cultural aspiration into a deliberate organizational design principle. Drawing from practical experience scaling international technology organizations, the talk will address how companies can continue growing without collapsing into excessive hierarchy, control layers, and coordination overhead.

**About the Speaker:**

**Tiago Roxo** is currently Global Head of People at Tekever, a European leader in flying autonomous systems. He is a senior HR executive with more than 20 years of experience leading people strategy, organizational development, and talent initiatives in technology and consulting environments. Throughout his career, Tiago has held leadership roles at companies including Talkdesk, Axians – Vinci Group, InnoWave and Novabase, where he focused on scaling organizations, strengthening leadership capability, and aligning people strategy with business growth. Tiago holds a degree in Social and Organizational Psychology from ISPA and has additional training and experience in leadership coaching, psychoanalytical therapy and organizational transformation.



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**Invited Talk**  
**Portugal, The Country of Connections**

**Ricardo Tomé**  
Head of Digital at Media Capital Digital, Portugal

**Abstract:**

The world is no longer built around products, it's built around platforms. Uber owns no cars. Amazon owns no products. Spotify owns no music. Google creates no content. Their value comes from connecting creators and users, ideas and cultures. What if Portuguese professionals started seeing themselves through the same lens? Perhaps our greatest competitive advantage is not scale, capital, or industrial power - but our ability to connect. To bridge people, disciplines, and perspectives. To combine empathy with problem-solving, technology with human understanding. Portugal has the right scale to experiment and the right culture to collaborate.

Portuguese culture is deeply relational, empathetic, and context-driven. We naturally operate as connectors - between teams, between cultures, between ways of thinking. And perhaps this is the mindset we still need to embrace. The future will not belong to those who produce the most. It will belong to those who connect best. And that may well be the role Portugal - and Portuguese professionals - are uniquely positioned to play.

**About the Speaker:**

**Ricardo Tomé** is the Head of Digital at Media Capital Digital, managing the digital operation in the various brands: TVI, TVI Player, CNN Portugal, IOL, MaisFutebol, SELFIE, Versa, etc. Special focus on mobile and multiscreen, Streaming, Social Media and management of various content and business partnerships: Google & YouTube, Meta, TikTok, X, local Telcos, Banijay, DAZN, among others. Graduated from New Media Technology College Dublin in "Interactive Television & New Media", graduated also in Advertising & Marketing from ESCS and with a Master in Management & Leadership from Católica Lisbon School of Business and Economics. He is also a professor in several Post-Graduations and Executive Masters in the digital area. And whenever he can, alone or in a group, never says no to Trail-Running, Hiking, Biking or Padel.



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**Invited Talk**  
**Navigating the Era of Paradoxes:**  
**The Human Skills That Matter Most When the Rules Keep Changing**

**Marília Lobo**

Founder & Chief Learning Catalyst, BothAnd Catalysts

[www.bothandcatalysts.com](http://www.bothandcatalysts.com)

**Abstract:**

AI isn't just automating tasks. It's raising a question every leader must answer: what kind of human contribution truly matters now?

The answer isn't simple. Contexts are shifting faster than change management frameworks can follow on their own, and the lines between roles and strategic impact are increasingly blurred. Speed and reflection both matter. Data and intuition must coexist. Being decisive and staying open aren't opposites. They're requirements. These are the paradoxes of our time, not contradictions to resolve, but two equal truths that must coexist, and learning to lead from that ambiguous space is the real challenge.

Drawing from her experience in mergers, acquisitions, and large-scale transformations, Marília Lobo argues that thriving in today's reality demands a different mental model. Not resilience in the traditional sense, but something harder to name and more difficult to build. In a field where knowledge is the primary currency and information landscapes are constantly shifting, the leaders who thrive are not necessarily those who know the most, but those who can think across boundaries, read situations with clarity, and communicate in ways that create genuine alignment.

In this provocative talk, she shares what she observed in leaders who navigate change most effectively: the convergence of three competencies — Integrative Thinking, Emotional Clarity, and Deep Communication. These are not nice-to-have people skills. They are the competencies that will define leadership in a world that no longer rewards rigid expertise alone.

**About the Speaker:**

**Marília Lobo** is the founder of BothAnd Catalysts, a boutique corporate education consultancy, based in Berlin, Germany. She is a Creative Leadership expert and learning strategist with over 20 years of experience at the intersection of Corporate Culture, Learning and Development, and Organizational Design. Throughout her career, she has partnered with global organizations including Google, Unilever, Volkswagen, DuPont, Johnson & Johnson, and Zalando to build high-performing teams and learning communities. She holds an MBA in Creative Leadership from the Berlin School of Creative Leadership and postgraduate degrees from the University of California and FGV-EAESP. In her spare time, Marília writes fiction and creates art collage.



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**Invited Talk**  
**Teaching for the Age of AI: Preparing Students for AI-Augmented Professions**

**Ricardo Abreu**

IPAM: Marketing Business School, Portugal  
<https://www.ipam.pt/en/>

**Abstract:**

Artificial intelligence is transforming professions across industries and reshaping the skills required in the modern workforce. In this context, higher education institutions face increasing pressure to prepare students not only to use AI tools, but also to collaborate effectively with intelligent systems in complex professional environments. This talk explores how AI-enhanced education can support the development of critical thinking, creativity, adaptability, ethical reasoning, and human-AI collaboration competencies. The presentation discusses emerging approaches to teaching and learning that integrate AI into educational practices while reinforcing uniquely human capabilities that remain essential in the age of AI. Practical examples and future-oriented perspectives will be presented to reflect on how universities can better prepare students for AI-augmented professions.

**About the Speaker:**

**Ricardo Abreu** is an Assistant Professor at IPAM, where he teaches Artificial Intelligence, research methodologies, and market studies, while also serving as a Lead Researcher at the IPAM Lab. He holds a PhD in Public Policy of Innovation from ISCTE-IUL (2019), where he is currently a Visiting Professor, teaching cross-disciplinary modules and supervising Master's dissertations in Business Analytics. His academic background includes an MSc in Sociology, Innovation, and Society, along with postgraduate degrees in Data Analysis for Social Sciences (ISCTE-IUL) and Governance and Competitive Intelligence (ISCSP-UL). As an Associate Researcher at CIES-IUL, he actively participates in University-Industry collaborative projects. His primary research interests focus on statistics and data analysis, consumer behavior, and the impact of emerging technologies, specifically Web3, Blockchain, and Quantum Technologies.



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**Invited Talk**  
**Everyone Talks About AI. Few Talk About the Reality of Transformation**

**Ricardo Araújo**  
Chief Technology and Product Officer (CTPO), Nextlane

**Abstract:**

Behind every modern digital experience are companies trying to modernize decades of legacy systems, adapt their culture, rethink processes, and prepare for an AI-driven future. In this session, Ricardo Araujo, CTPO at Nextlane's, shares real-world lessons from leading global technology and transformation programs across SaaS companies operating in Europe, the US, and Asia.

The session will cover:

- What digital transformation really means
- Why AI is changing every industry
- The hidden complexity behind modern platforms
- Why technology transformation is also about people and culture
- The future skills engineers, product managers, and business leaders will need

This talk aims to bridge the gap between what students learn academically and the realities of building and transforming technology organizations at scale.

**About the Speaker:**

**Ricardo Araújo** serves as Chief Technology and Product Officer (CTPO) at Nextlane, bringing over 20 years of international experience leading technology, product, and engineering organizations across fast-growing SaaS and private equity-backed companies. Ricardo has a proven track record of leading large-scale transformations, simplifying complex legacy environments, and embedding AI and cloud-native capabilities into enterprise product portfolios. Prior to joining Nextlane, he was Senior Vice President of Product & Engineering Strategy and Operations at Talkdesk, where he led initiatives to modernize a multi-product platform, scale global engineering operations, and drive AI adoption across the portfolio. He also oversaw major cloud transformation programs, delivering performance improvements and infrastructure cost efficiencies. A strong advocate for empowered teams and pragmatic execution, Ricardo has built and led high-performing global organizations across Europe, North America, and Asia. At Nextlane, he is leading the company's technology transformation, building a unified, cloud-native European platform that supports scalable growth, operational resilience, and a seamless customer experience. He holds an MBA from London Business School and brings cross-cultural leadership experience from living and working in Portugal, the UK, and Spain.



## **KM Conference 2026**

**24-27 June 2026**

**ADVANCE/ISEG - Lisbon School of Economics & Management, Portugal**

**Themes: Knowledge Management, Cybersecurity, Learning, and Information Technology**

<https://iiakm.org/conference/>

### **Invited Keynote Lecture**

## **How Theoretical Frameworks Structure Our Understanding of Knowledge and Consciousness in the Age of AI?**

### **Professor Meir Russ**

Professor Emeritus, Cofrin School of Business, University of Wisconsin - Green Bay  
Research Fellow, Dept. of Information Science, Stellenbosch University, South Africa

#### **Keynote Overview:**

This keynote will examine how knowledge management can integrate entropy, information, cognition, AI, and institutions without theoretical collapse or fragmentation. It contrasts two integration strategies: Grand Synthesis, which seeks a unified ontology linking physical, cognitive, and social phenomena, and Boundary-Spanning Integration, operationalized through the EAIC framework. While Grand Synthesis offers philosophical coherence, it risks category errors and limited applicability to organizational knowledge systems. EAIC instead treats organizations as autopoietic meaning systems with selectively permeable boundaries, where knowledge and strategy condition what information is absorbed, transformed, or rejected. Within this view, AI is a conditional inferential subsystem embedded in institutional contexts, not an autonomous knowledge agent. The keynote argues that effective knowledge management is fundamentally a problem of boundary design and governance, particularly as AI accelerates information flow and memetic selection. The long-term challenge for KM scholarship is to design knowledge ecosystems that preserve meaning, support adaptive learning, and responsibly and sustainably expand the adjacent possible.

#### **About the Keynote Presenter:**

Prof. Meir Russ graduated from The Ohio State University in 1993 with a Ph.D. in Strategy, Entrepreneurship, and International Business. He also holds a Bachelor of Science degree in Electronic Engineering and an MBA from Tel Aviv University. He is a founder of a high-tech company in Israel and consults on innovation, strategy and knowledge management domestically and internationally. Following his doctoral studies at OSU, Meir joined the MBA program at Franklin University in Columbus, OH and later the University of Wisconsin-Green Bay, from where he retired in December 2018. He also taught undergraduate and graduate classes and delivered doctoral and graduate seminars at Semester at Sea, Shenzhen University, Sichuan University, The University of Deusto in Bilbao, Spain, University of Łódź, Poland, KEDGE-Bordeaux School of Management, the University of Pisa's, GSA Master program, NORD University, Norway; Master of Knowledge Management program, Tecnológico de Monterrey, EGADE School of Business, Mexico, MPhil in the Information and Knowledge Management at Stellenbosch University in South Africa, and at Roma-Tre, Rome, Italy the Ph.D. program as well as at the Doctorate in "Economia Aziendale e Management" program at the University of Pisa. Prof. Russ is the Chief Editor of the Online Journal of Applied Knowledge Management (OJAKM). His current research interests include human capital valuation methods, knowledge-based strategies, and the new-knowledge based economic development, among others. Meir is the author of more than 45 peer-reviewed publications and an editor and co-editor of nine books.



## **KM Conference 2026**

24-27 June 2026

**ISEG - Lisbon School of Economics & Management, Portugal**

**Themes: Knowledge Management, Cybersecurity, Learning, and Information Technology**

<https://iiakm.org/conference/>

### **Invited Keynote Lecture**

## **Knowledge Management Landmarks and Future Research Directions**

### **Professor Carla Curado**

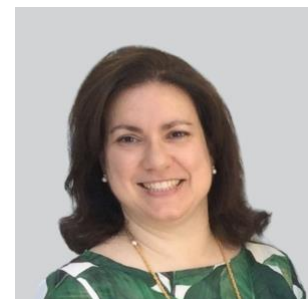
Professor, Department of Management, ISEG, Universidade de Lisboa, Portugal

#### **Keynote Overview:**

Knowledge management research has evolved during the last decades. Specific landmarks of the literature illustrate this presentation and give a sequential description of major conceptual advances in the field. The most influential publications and groundbreaking materials are displayed. The publications in knowledge management in the 1980s and 1990s established core concepts that led to diverse streams of literature. Since 2000 literature has matured and offered typologies and proposed conceptual processes that have been intensively operationalized. During such period, the study of counterproductive phenomena in knowledge management has gained traction as well. The recent developments in the field reveal that knowledge sharing and knowledge hiding are among the highest increased topics in knowledge management literature. This presentation discusses the shift in the focus of analysis since 2020; it delivers a review of the Scopus indexed published articles and exposes the intellectual landscape of literature. It presents the main theoretical support, research designs and variables in the studies on knowledge sharing and knowledge hiding. The presentation identifies research gaps and ends with suggestions for future work.

#### **About the Keynote Presenter:**

Carla Curado is an Associate Professor at ISEG, School of Economics & Management, University of Lisbon, Portugal. Carla earned her PhD in Management from the Technical University of Lisbon (Portugal) and her research interests are primarily related to Knowledge Management, Human Resource Management and Organizational Behavior. Carla has lectured in several Universities in Portugal and Brazil. Carla has held several high profile leadership positions, including over a decade long as the Academic Director of the Master's Program in Human Resources Management and the Master's Program in Corporate Sciences. She also serves as member of the board of the ADVANCE Research Center in Management since its establishment in 2008. She received several University and international awards for research achievements and knowledge dissemination. Carla has been regularly presenting her work in leading international conferences. She published more than 200 articles in international peer reviewed journals and conferences proceedings, numerous book chapters and reports. Her research appears in numerous influential journals. She is part of Stanford's List of World's Top 2% Scientists since 2021. Carla serves as Co-Editor of the Management Review Quarterly, Associate Editor of the Journal of Organizational Effectiveness: People and Performance, on the editorial review board for several international peer reviewed journals and she regularly guest edits special issues on international scientific outlets.



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## Conference Workshop

### *AI on the Ground: What's Actually Changing in KM and Cybersecurity?*

**Dr. Julita Haber<sup>1</sup>, Dr. Christiaan Maasdorp<sup>2</sup>**

<sup>1</sup> Associate Clinical Professor, Fordham University, USA

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#### **Workshop Overview:**

At our Knowledge Management (KM) conference each year, experts in KM, cybersecurity, organizational learning, and information systems gather to discuss the positive and negative impacts on these fields as they adopt Generative Artificial Intelligence (GenAI). In this workshop, we will discuss the realities of changes in our different domains and the future of KM and cybersecurity, making connections through individual reflection, pair discussion, sharing in groups, and facilitated feedback in plenary. Together, we will make sense of what the present lived realities points to regarding the future of our fields and what the big questions are that will be our task to investigate.

#### **About the Workshop Facilitators:**

**Julita Haber, Ph.D.** is an associate clinical professor in the Leading People and Organizations area at the Gabelli School of Business at Fordham University. Her current teaching includes principles of management, innovation and resilience, operations, and foundations of consulting. Her research interests focus on organizational behavior and pedagogy. In particular, she studies impressions of competency and the adverse effects of the fear of appearing incompetent in the workplace. Julita also implements innovative pedagogical methods. She developed a fitness-integrated learning (FIL) approach that engages students in physical exercise when learning in class. Prior to academia, her career spanned 20 years of experience in IT and business, including management consulting at Deloitte and PwC.



**Christiaan Maasdorp, Ph.D.** is a Senior Lecturer at the University of Stellenbosch, in South Africa, and study director of the postgraduate programs in Information and Knowledge Management. He lectures on knowledge management, organization theory, and the information society. His research interests are knowledge risk, conceptual aspects of knowledge management, and the role of knowledge and technology in organizations.



# **Identifying authentic quotations in the age of generative AI: Evidence for processing fluency bias and limited effects of AI warnings**

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## **Abstract**

*Identifying authentic quotations in the age of generative AI has become increasingly difficult, as large language models can produce fluent, aphoristic statements that closely resemble canonical texts. This study examines whether readers rely on processing fluency when judging authenticity and whether a brief AI warning impacts performance. We ran a between-subject online experiment (N=57) in which participants completed one of two questionnaires (control vs. Warned). Each questionnaire contained eight multiple-choice items; in every item, one option was an authentic quotation attributed to a known figure, and two options were generated by ChatGPT. Participants selected the “original” and provided a brief justification. Overall accuracy was modest but above chance. Contrary to expectations, the warned group did not outperform the control group. However, the warning strongly shifted participants’ explanation strategies: the warned group relied far more on “logic” labels and far less on emotional/familiarity cues. Across both groups, incorrect selections were disproportionately justified by cognitive-ease language, supporting a processing-fluency mechanism whereby smoother AI text is mistaken for authenticity. We interpret these findings through signaling theory, suggesting that generative AI turns stylistic fluency into a low-cost signal (‘cheap talk’), thereby weakening its reliability as a cue for authenticity.*

**Keywords:** Generative AI, processing fluency, authenticity detection, digital literacy, LLM.

# **A comparative analysis of participatory research frameworks in Europe**

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## **Abstract**

*This paper provides a comparative analysis of three participatory research models in Europe: Real-World Labs, Living Labs and Citizen Science. It clarifies the distinct definitions, goals, and methodologies of these often-interchanged terms. The report contrasts the decentralized, project-driven approaches in countries like the UK and Denmark with the top-down, state-led strategies found in Germany, France, and Austria. A key focus is on how these models interact with legislative and funding frameworks at a national level, highlighting the lack of a uniform European system. The analysis reveals that Real-World Labs are designed for societal transformation and regulatory learning, Living Labs for user-driven innovation, and Citizen Science for augmenting research capacity through public participation. Ultimately, the paper concludes that national priorities and governance structures lead to fragmented and diverse implementation of these models across Europe.*

**Keywords:** Participatory research, real-world lab, living lab, citizen science, regulatory sandbox.

# **Improving knowledge transfer in digital government - Observations on knowledge fragmentation and a conceptual research information system approach**

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## **Abstract**

*Research on digital government spans multiple disciplines, publication venues, and institutional contexts. Despite growing academic engagement, the research community itself faces challenges in systematically identifying, accessing, and contextualizing the distributed knowledge base it produces. This paper argues that the core challenge is not a deficit of research knowledge but a failure to manage it: to identify, distribute, and retain it effectively across a fragmented landscape. Building on an empirical study of the German digital government research landscape, which combines a structured literature search, catalogue analysis, and an online survey, the paper examines how fragmentation, terminological heterogeneity, and the absence of integrative access structures impair knowledge access within the research community and, consequently, knowledge transfer to practice. Grounded in three knowledge management frameworks, the SECI model, Probst et al.'s knowledge building blocks, and the KMS literature, the analysis culminates in the conceptualization of a domain-specific research information system (RIS) as a specialized knowledge management system. The contribution is analytical and conceptual, providing both a diagnostic framework and design requirements for research infrastructure development.*

**Keywords:** Digital government, knowledge management system, research information system, knowledge transfer, research landscape, knowledge fragmentation, e-government.

# **DroneBench: Benchmarking AI agent performance via secure autonomous drone operations**

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## **Abstract**

*Artificial Intelligence (AI) is making headwinds as each industry attempts to integrate it into existing applications. One such integration, with hardware, is seemingly the epicenter of the next technological revolution as robotics progress in capability. Despite this seemingly obvious futuristic pivot, research and focus is missing on how AI agents fit in the broader picture of our physical world. Our research explores one possible dimension of this gap with drones, investigating current capabilities, highlighting areas of concern, and broader implications of findings. We propose the use of our novel AI agent benchmark, DroneBench, to accelerate our understanding of AI agent capabilities with hardware, using simulated drones as an initial vehicle for evaluation. As such, we provide a framework to build similar benchmarks for other hardware components.*

**Keywords:** DroneBench, AI agent, LLM, drone, benchmark, security.

# **Zero trust architecture as a security strategy: Insights from a 2020–2026 literature review**

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## **Abstract**

*The expansion of cloud computing, remote work, and distributed development environments has exposed significant weaknesses in traditional perimeter-based cybersecurity models. Zero Trust Architecture (ZTA) has emerged as a security framework that replaces implicit trust with continuous verification of users, devices, and services. This study investigates the role of ZTA in strengthening software supply-chain security through a systematic literature review (SLR) of academic, government, and industry research published between 2020 and 2026. Using PRISMA 2020 guidelines, 336 records were identified across major databases, resulting in 43 studies included in the final analysis. The reviewed literature was coded across three dimensions: Zero Trust control mechanisms, software supply-chain lifecycle phases, and evidence types. The results show that identity authentication, continuous monitoring, and policy enforcement are the most commonly implemented controls, while deployment and runtime environments receive the greatest research attention. The analysis further identifies key threat categories addressed by ZTA, including identity compromise, dependency vulnerabilities, and large-scale supply-chain attacks. However, the findings reveal uneven research coverage across the software lifecycle, with limited focus on early development stages such as source code management and artifact distribution. Overall, the study highlights ZTA's potential as a scalable framework for securing modern software ecosystems while identifying important gaps in lifecycle-wide implementation and empirical validation.*

**Keywords:** Zero trust architecture (ZTA), software supply chain security, devSecOps security, continuous authentication, identity and access management (IAM).

# **Lightweight cryptographic authentication and malware detection framework for energy-constrained edge-IoT systems**

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## **Extended Abstract**

The rapid growth of edge Internet of Things (IoT) networks demands novel, privacy-preserving, and energy-efficient cybersecurity solutions to detect sophisticated malware attacks within limited computing resources. Existing encryption methods are inefficient, as they consume a significant amount of time and energy. Furthermore, since intrusion detection is performed in the cloud, they also impact performance on edge devices. In order to solve these obstacles, this paper proposes a light-weight framework for Cryptographic Authentication and Federated Malware Detection on energy-constrained edge-IoT systems. The scheme proposes a hybrid cryptography ECDH key exchange supporting hash-chain authentication. The malware classifier based on federated learning allows the mobility of intelligence without sharing data. A new mechanism that considers the energy of the devices to mitigate poisoning and reduce load. We also propose a computational-energy model to characterize the encryption overhead, communication cost, and federated training. Results from running the Edge-IIoTset dataset demonstrate that the proposed framework achieves malware detection accuracy of 93.8% with 23.6% lower authentication latency and data transmission energy of 32.2% lower as compared to existing centralized and cryptographic baselines. The findings demonstrate the possibility of security and distributed intelligence on edge devices, allowing a pathway for scalable and sustainable solutions in cybersecurity architectures for IoT systems of the future.

**Keywords:** Edge-IoT security, federated malware detection, lightweight cryptographic authentication, energy-efficient cyber defense, distributed intrusion detection, Edge-IIoTset dataset.

## **AI and digital trust – A practical approach**

*[Research-in-Progress]*

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### **Abstract**

*Artificial intelligence (AI) use cases are rapidly widening across use cases, business functions and industry sectors. At the same time, the level of criticality and risk represented by AI use is increasing. However, evidence from the field shows that human actors show decreasing levels of trust in their interactions with AI actors. This paper presents a summary of trust factors, including the dependency between relative trust and business or financial success of an AI case. It further suggests a practical approach towards development of an extended trust framework for conceptualizing and successfully realizing AI implementation.*

**Keywords:** AI, digital trust, trust factors, human factors framework, cybersecurity workforce framework.

## **Operationalizing AI governance in higher education: Translating the SPARKE framework into practical institutional tools**

*[Complete Research]*

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### **Abstract**

*Artificial intelligence (AI) is reshaping teaching, learning, and administration in higher education while introducing risks related to privacy, academic integrity, bias, cybersecurity, and accountability. Many institutions adopt AI faster than they develop coherent governance structures, leading to fragmented practices and weak knowledge-management processes. This paper operationalizes the SPARKE Framework, a knowledge-management–informed model for responsible AI integration, built on six pillars: Safeguards, Policy, Accountability, Risk Management, Knowledge Development, and Education. SPARKE is translated into two applied tools: a faculty checklist and a student guide. These tools transform governance principles into actionable academic practice, supporting ethical decision-making, institutional alignment, and sustainable AI governance.*

**Keywords:** Artificial intelligence, higher education, governance, knowledge management, academic integrity, responsible AI, institutional policy, risk management, SPARKE framework.

## **An integrated knowledge management, resource-based view, and task-technology fit framework for AI readiness and organizational performance**

*[Research-in-Progress]*

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### **Abstract**

*This paper examines how organizations develop artificial intelligence (AI) readiness to improve organizational performance. Despite growing adoption, many organizations fail to move beyond pilot implementations due to insufficient organizational capabilities and alignment between AI technologies and operational tasks. Drawing on Knowledge Management (KM), the Resource-Based View (RBV), and Task-Technology Fit (TTF) theory, this exploratory study proposes an integrated conceptual framework explaining how knowledge assets and capabilities enable AI readiness maturity. KM provides the processes through which organizations develop and apply knowledge, RBV explains how these knowledge assets function as strategic resources, and TTF describes how alignment between AI capabilities and task requirements determines effective utilization. AI readiness is conceptualized as a maturity continuum reflecting the organization's ability to integrate AI into workflows and decision-making. The proposed framework links knowledge resources, technology alignment, and AI readiness to organizational performance and competitive advantage, providing a foundation for future empirical research on AI capability development. The implications of this framework suggest that AI readiness should be understood as an organizational capability emerging from the interaction of knowledge resources and task-technology alignment rather than from technology adoption alone.*

**Keywords:** Artificial Intelligence readiness, knowledge management, resource-based view, task-technology fit, organizational performance, learning organizations.

## **Applied use cases for knowledge graphs in public administration – A multiple case study from Germany**

*[Complete Research]*

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### **Abstract**

*Public administration organizations face persistent knowledge management challenges arising from fragmented information systems, heterogeneous data semantics, and limited interoperability across organizational boundaries. Although digitalization initiatives have increased the availability of administrative data, they often fall short of enabling systematic knowledge integration and reuse. Knowledge graphs (KG) have recently gained attention as a promising approach to addressing these challenges by representing knowledge as semantically linked entities and relationships. This paper investigates the role of KGs as an enabling infrastructure component for knowledge management (KM) in public administration. The study follows an exploratory qualitative multi-case design and analyzes seven real-world initiatives from the German public administration that apply KGs in different administrative contexts. These include semantic integration of heterogeneous information sources, improved knowledge retrieval and semantic search, support for knowledge sharing and reuse across organizational units, structured representation of administrative knowledge, and support for advanced analytical and automation tasks. The findings contribute to KM by providing empirically grounded insights into how KGs support core KM processes in public administration. The study highlights the role of KGs as a semantic infrastructure component that connects fragmented knowledge sources and enables more integrated KM practices in complex administrative environments.*

**Keywords:** Knowledge graph, knowledge management, public administration, semantic interoperability, information integration.

## **CHF readmission prediction using xAI models**

*[Research-in-Progress]*

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### **Extended Abstract**

Echocardiography (ECHO) is a non-invasive, affordable, and widely accessible imaging modality that plays a central and clinically significant role in evaluating patients with cardiovascular disease. It facilitates assessment of cardiac function, supports prognostic prediction, and aids therapeutic planning and follow-up. It provides substantial value in predicting both short and long-term outcomes across various cardiac conditions. This study evaluates the predictive power of ECHO-derived text and numerical variables for 30-day readmissions for Congestive Heart Failure (CHF) and employs explainable AI (xAI) to validate feature importance. The data were drawn from a large hospital and were derived from an integrated database of six health information technology (HIT) systems, including more than 100 variables per visit for the years 2010-2017. We conducted a comprehensive data preparation process, including text mining and NLP, to extract ECHO test data. We then tested the contribution of ECHO's text and numerical variables to the prediction of 30-day readmission. The value of the ECHO's text and numerical variables is reflected in the prediction scores, with increases of 14%-16% in AUC with and without the ECHO. We complemented the analysis with an explainable AI (xAI) SHAP (SHapley Additive exPlanations) model, which showed that 8 of the top 15 variables contributing most to readmission prediction are ECHO variables. In a robustness check of LIME xAI feature importance, 13 of the top 15 were ECHO variables. These insights reinforce the feasibility of using xAI algorithms to highlight the contribution of ECHO measures, which are often excluded from prediction models due to their relative complexity. Beyond the ECHO contribution, using xAI models increased the likelihood of a medical intervention to reduce readmission risk by leveraging biochemical indicators and comorbidity profiles, such as beta-blocker use, insulin use and hypertension levels, which emerged among the top 15 factors. The findings showed that comprehensive HITs in hospital settings, along with the development of organizational knowledge that facilitates the inclusion of ECHO tests, substantially increase predictive power and have implications for an enhanced xAI dashboard for physicians. Hence, policymakers should encourage the development of the know-how needed to collect and process complex health data, including commonly available ECHO measures. It is also important to fund data integration (including text and handwritten text) from various HIT systems.

**Keywords:** Congestive Heart Failure, machine learning, explainable AI, XGBOOST.

## **Fitting analytical models using tailored samples: Predicting heart diseases**

*[Research-in-Progress]*

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### **Extended Abstract**

Cardiovascular disease (CVD) is a leading cause of mortality globally, necessitating effective prediction models for early detection and prevention. Recent studies emphasize the use of machine learning (ML) techniques, the importance of specific risk factors, and the need for tailored models to improve predictive accuracy across diverse populations. Cox proportional hazards models are commonly employed to estimate the risk of incident CVD events with good discrimination and calibration. Several studies have predicted CVD risk, with the best achieved C-statistics (AUC) ranging from 0.63 to 0.79. However, the validation of prediction models is crucial to ensure their applicability in diverse populations, and those studies demonstrate the need for recalibration to improve model performance in specific demographic groups. There is a growing emphasis on developing region-specific CVD prediction models using local electronic health records (EHRs) that account for local population characteristics and risk factors, underscoring the need for long-term external validation.

Following these calls, this work aims to test a region-specific, first-onset CVD Cox model. While using the same variables, the fitted region-specific model is compared with six leading established CVD risk prediction models (e.g., 1) SCORE2, 2) AHA/ACC Pooled Cohort Equations, 3) Framingham Risk Score, 4) Globorisk-LAC, 5) Revised Pooled Cohort Equations, and 6) The World Health Organization (WHO) score). We performed a retrospective cohort study using real-world data from a large health maintenance organization. We included only adults, and we removed individuals with missing data on crucial variables. We used a larger sample than in all the studies compared. The resulting recalibrated model demonstrated good discrimination, with improvements of C-statistics of 5%-7.5% in men and 2%-6.1% in women (compared to all other six models). Additionally, an excellent calibration was achieved. Thus, our results outperformed those of all other well-known established risk models.

Generalizing from this work, we recognize that trained ML models and the identification of essential variables from large datasets (e.g., national EHRs) are crucial. We further note that identifying specific risk factors and developing tailored models for diverse populations (aka local EHRs) are essential steps toward improving predictive outcomes.

**Keywords:** Cardiovascular disease, machine learning, Cox proportional hazards models, local electronic health records.

## **Where should AI intervene? A socio-technical model for AI integration in EMS**

*[Research-in-Progress]*

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### **Extended Abstract**

Emergency medical services (EMS) function as socio-technical systems in which emergency situations are identified, interpreted, and prioritized through community-based mediation and formal response mechanisms. While prior research shows that AI can support emergency care by improving decision efficiency (Blomberg et al., 2019), it remains unclear where and how AI interventions enhance knowledge during emergency communication, thereby limiting understanding of how accountability, trust, and safety can be preserved when AI is used in emergency workflows.

To mitigate this gap, we introduce Community-based AI for Responsive Emergency Assessment and Interaction (CARE-AI), a socio-technical framework that conceptualizes emergency communication involving clients, operators, and AI systems. CARE-AI provides a structured lens for identifying AI intervention points within the knowledge process, including acquisition, interpretation, validation, transformation, and action, while accounting for medical severity and its effect on actors' attitudes. Empirically, this study evaluates both operators and clients to examine how different actors respond to AI-supported knowledge processes in emergency medical communication. Integrating findings across actors enables the identification of conditions under which AI interventions effectively support knowledge use and coordination.

This study contributes theoretically by advancing knowledge management research on AI-mediated knowledge processes in high-stakes, real-time settings. It demonstrates how the location and modality of AI intervention within the knowledge flow influence actors' attitudes and behaviors in emergency care. Practically, CARE-AI offers evidence-based guidance for designing AI-supported emergency services that enhance knowledge quality and coordination while preserving accountability, professional responsibility, and public trust.

**Keywords:** Emergency medical systems, EMS, trust, accountability, human-AI collaboration, emergency triage.

### **References:**

Blomberg, S. N., Folke, F., Ersbøll, A. K., Christensen, H. C., Torp-Pedersen, C., Sayre, M. R., Counts, C. R., & Lippert, F. K. (2019). Machine learning as a supportive tool to recognize cardiac arrest in emergency calls. *Resuscitation*, *138*, 322-329.

## **Preparing for the next generation of practitioners: Developing soft skills in future information systems practitioners**

*[Research-in-Progress]*

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### **Extended Abstract**

Software and Information Systems (IS) development requires practitioners to combine strong technical expertise with essential soft skills such as communication, teamwork, critical thinking, and adaptability. Although industry emphasizes these competencies, effectively embedding them within IS curricula remains a challenge. This research-in-progress investigates how a structured design review (DR) process integrated within an academic course contributes to soft skills development among undergraduate IS students.

Design Review (DR) is widely applied in industry to evaluate compliance with requirements, detect design flaws, and enhance solution feasibility and quality. In educational settings, DR extends beyond technical validation and functions as an authentic professional simulation that promotes collaboration, reflection, and shared accountability. The study addresses the following research questions: (1) How does participation in a DR process embedded within an academic course contribute to the development of undergraduate students' soft skills? (2) What pedagogical, interpersonal, and cognitive difficulties do students experience throughout the DR process?

An exploratory mixed-methods approach, in which qualitative analysis preceded and served the quantization of qualitative data, was employed. Data were collected in May–June 2024 from 153 second year IS students who were assigned to work in pairs. First, they completed the modelling task individually, and then conducted a peer review with their partner, followed by a structured open-ended reflection. Using grounded theory procedures, responses were systematically coded to identify recurring soft skill themes and their relative prevalence.

Preliminary findings indicate that DR activates a broad cluster of competencies, particularly communication, teamwork, listening, problem-solving, decision-making, metacognition, and adaptability. Students reported deeper conceptual understanding through iterative critique, exposure to alternative perspectives, and collaborative negotiation. Reported challenges included time pressure, coordination constraints, and emotional discomfort when receiving critical feedback. These findings suggest that structured DR serves as an effective experiential mechanism for embedding professional competency development within core technical courses in IS education.

**Keywords:** Design review, experiential learning, information systems, IS education, peer review, soft skills.

## **Learning from errors in the age of Artificial Intelligence: A case study in web programming course**

*[Research-in-Progress]*

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### **Extended Abstract**

Errors are a natural part of learning and practice. Although they deviate from expected solutions and may signal failure to meet task goals, incorrect responses can be as instructive as correct ones. Integrating errors into a structured process that includes feedback, reflection, and revision can significantly strengthen comprehension and knowledge construction (Shmallo & Ginat, 2025). In knowledge management frameworks, errors represent a "knowledge gap". Effectively managing errors transforms them from lost productivity into reusable knowledge assets that enhance future problem-solving and decision-making processes.

Alongside the positive effect of learning from errors approach in diverse domains, rapid advances in artificial intelligence (AI) have introduced new forms of instructional support. AI-supported tools such as ChatGPT demonstrate large positive effects on learning performance and moderate positive effects on learning perception and higher-order thinking (Wang & Fan, 2025). Despite these promising findings, direct comparisons between AI-based and human-guided support in structured error-centered activities remain scarce.

This study, conducted in an undergraduate Web Programming course, examines how human teaching assistants versus AI-based guidance influence students' learning outcomes during a structured debugging task. Students analyzed a JavaScript code snippet containing intentional flaws, explained the problems, proposed corrections, and described the expected program behavior once revised. The study compares perceived learning experience, satisfaction, motivation, self-directed learning, and self-efficacy across conditions. Initial survey results from 61 students indicate a positive overall effect, with AI-supported students reporting higher perceived learning experience, satisfaction, and self-efficacy than those who worked with a human teaching assistant.

**Keywords:** Artificial Intelligence, learning from errors, higher education, knowledge gap.

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## **The impact of absorption capabilities on exploratory and exploitative innovation**

*[Research-in-Progress]*

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### **Extended Abstract**

Exploratory innovation introduces new-to-the-world products that satisfy the needs and wants of new clients or market segments, whereas exploitative innovation focuses on improving established offerings and distribution channels, as well as expanding existing product lines (Jansen et al., 2006). Both types of innovation have different antecedents, although those related to absorptive capabilities are often identified as crucial (Marín-Idárraga et al., 2016). Therefore, this study aims to provide insights into how innovation is shaped by a firm's absorptive capabilities across different contexts.

To examine various factors that may influence the relationship between absorptive capabilities and innovation, the study includes the following contextual variables: (1) firm size, measured by the number of employees (small, medium-sized, and large businesses); (2) firm type based on the geographical scope of operations (domestic, international, and global businesses); (3) firm type based on ownership structure (family and non-family firms); and (4) corporate group membership.

This quantitative study targets respondents who are knowledgeable about innovation activities in innovative manufacturing firms in Poland. Absorptive capabilities (Marín-Idárraga et al., 2016) serve as the independent variable, while exploratory and exploitative innovation (Jansen et al., 2006) constitute the dependent variables. The study employs correlation and regression analyses to investigate the relationship between absorptive capabilities and both exploratory and exploitative innovation across different contexts.

**Keywords:** Exploratory innovation, exploitative innovation, absorption capabilities.

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## **The role of a cybersecurity training program based on principles of persuasion in reducing senior citizens' susceptibility to SMiShing**

*[Completed Research]*

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### **Extended Abstract**

This study investigated the susceptibility of senior citizens (aged 60+) to SMiShing, operationalizing principles of persuasion used in social engineering. In 2023, senior citizens lost more than \$35 million to phishing. This study built upon Ferreira et al.'s (2015) principles of persuasion, which explained how social engineers encourage victims to bypass logical reasoning and engage in System 1 or fast thinking. This heuristic-based decision-making has been shown to increase the likelihood of successful SMiShing attacks. Our research built upon Ferreira et al.'s (2015) principles of persuasion and was conducted in three phases, beginning with Subject Matter Experts' evaluation of SMiShing messages operationalizing these principles. The validated messages were used to develop this study's instrument. The next phase of this research was a pilot study, which helped to ensure that the training sessions, pretests, and posttests were understandable and achievable for the senior-citizen participants. The third phase of this study is where the main data collection and analysis occurred. Our study involved 118 participants from South Florida and Central Massachusetts. We developed a novel Security, Education, Training, and Awareness (SETA) program utilizing Behavioral Skills Training (BST) methodology, which includes instruction, modeling, rehearsal (i.e., hands-on practice), and feedback. The main result provided empirical evidence that senior citizens who participated in the novel SETA training program improved their System 1's ability to identify SMiShing messages, thereby reducing susceptibility to SMiShing. Additionally, age was identified as a significant positive covariate, suggesting vulnerability increases with age. These findings from our research show that SETA programs integrating persuasion principles help reduce senior citizens' susceptibility to SMiShing and likely help in securing this group's accumulated wealth.

**Keywords:** Persuasion, SETA, seniors, SMiShing, phishing, decision-making.

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Ferreira, A., Coventry, L., & Lenzini, G. (2015). Principles of persuasion in social engineering and their use in phishing. *Proceedings of the International Conference on Human Aspects of Information Security*, 9190, 36–47. [https://doi.org/10.1007/978-3-319-20376-8\\_4](https://doi.org/10.1007/978-3-319-20376-8_4)

## **A taxonomy of student prompting strategies in generative AI-integrated exams**

*[Research-in-Progress]*

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### **Extended Abstract**

Generative AI (GenAI) tools are rapidly entering knowledge management (KM) work and higher education assessment. This study moves beyond the binary notion of “using AI” by proposing a taxonomy of student prompting and dialogue behaviors that externalize knowledge and manage the reliability of machine outputs. GenAI-assisted exams offer a high-signal microcosm of KM in action: students translate their mental models into prompts and then accept, contest, refine, or re-verify the resulting machine-generated claims under time pressure. Our taxonomy shows a continuum from passive copy-paste prompting to self-formulated conceptual prompting, and from minimal follow-up to verification and critical argumentation (e.g., re-solving, challenging contradictions, requesting precision), demonstrating substantial differences in how students transform AI outputs into justified exam answers.

Sixty-five undergraduates (33 men, 32 women) completed a 30-minute proctored AI-assisted in-class computer lab exam, with permission to use any GenAI tool and no prompting guidance. The assessment focused on algorithmic problem-solving within a Computer Science course, a domain that demands high precision and rigorous logical verification of AI outputs. Following the exam, students submitted their shareable AI-chat logs via a post-exam questionnaire. Logs were coded using grounded-theory-informed qualitative content analysis across three dimensions (openings, prompting strategy, and dialogue dynamics) and aggregated to correlate specific behavioral prevalence with question-level accuracy and overall academic performance.

Three dominant behavior patterns emerged: *copy-paste* users who accept AI output passively with little or no checking, *skeptical verifiers* who engage in critical dialogue and revise/correct the AI before using it, and *avoiders* who choose not to use GenAI and rely on traditional resources. A central implication is that verification becomes the core new skill: when content production is immediate and inexpensive, the critical competence shifts from creating to validating, detecting and correcting machine error, yet many students exhibit metacognitive laziness by over-relying on AI-generated answers. For KM, these interaction patterns expose a fragile human-in-the-loop: when some students copy-paste, some verify, and some abstain, only those with verification literacy can reliably turn GenAI output into defensible knowledge claims.

**Keywords:** Generative AI, higher education, assessment, prompting strategies, verification.

## **The dark side of personality in knowledge management: A systematic review on counterproductive behaviors**

*[Complete Research]*

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### **Extended Abstract**

Knowledge is a central organizational resource for innovation, efficiency, and competitive advantage, deeply bound in human-related psychosocial processes. As such, understanding why employees intentionally restrict, distort, or withhold knowledge is essential for improving knowledge management practices. Our work undergoes a systematic literature review (SLR) on the relationship between personality traits and counterproductive behaviors in knowledge management, to address personality as a precursor of negative knowledge behaviors. In particular, we examine how individual characteristics influence actions that obstruct knowledge sharing in organizations, including knowledge hoarding, knowledge hiding, disengagement from sharing, partial knowledge sharing, and knowledge sabotage. The SLR focuses on evidence drawn from the Big Five and Dark Triad personality frameworks, with particular focus on narcissism, Machiavellianism, and psychopathy traits, alongside others such as neuroticism, conscientiousness, agreeableness, extraversion, and openness to experience as antecedents. We follow a PRISMA framework and analyze articles retrieved from Scopus and Web of Science. After screening and duplicate removal, the final sample comprised 75 journal articles published between 2008 and 2025. The review combines bibliometric and content analysis to identify publication trends, dominant constructs, methodological patterns, theoretical approaches, and research gaps for future research. Our findings suggest that research on this topic has expanded significantly since 2014, being dominated by quantitative, questionnaire-based, cross-sectional studies, while qualitative, mixed-method, longitudinal, experimental, and panel approaches remain limited. Knowledge hiding emerges as the most frequently studied counterproductive behavior, with scarce research focused on its individual behavioral rational dimensions. We propose a future research framework after the findings, suggesting an iteration between Machiavellianism and evasive hiding, Narcissism to “playing dumb” and rationalized hiding, as these behaviors may protect status and self-image. Psychopathy is also related to deceptive and exploitative forms of knowledge concealment, though it is less developed in literature.

**Keywords:** Counterproductive behaviors, personality traits, knowledge hiding, big five, dark triad.

## **Implementing gamification in higher education: Opportunities to use information generated when applying game elements into learning environments**

*[Research-in-Progress]*

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### **Extended Abstract**

Gamification is a method used to motivate people and to engage them in a specific activity, which is implemented in many areas, such as marketing and healthcare. Within the context of adopting gamification in education, Kapp (2012) defined it as "using game-based mechanics, aesthetics and game thinking to engage people, motivate action, promote learning, and solve problems." (p. 10). Although adoption of gamification in early childhood through secondary education is common, it is sparingly used in higher education. Applying game elements in the learning process generates a wealth of information, which is created as a byproduct of students' learning activities in the gamified environment. Analyzing that information may serve as a basis for many decisions regarding pedagogical aspects of the course, continuation, and the nature of implementing gamification in the learning environment. Furthermore, in order to utilize the information, it is required to consider various aspects, including ethical and privacy concerns. The aim of this study is to examine how information generated during gamified learning can be utilized to improve pedagogical processes in higher education from an institutional perspective. The study strives to identify the necessary conditions for managing, capturing, analyzing, and presenting gamification-related information, while emphasizing ethical and privacy considerations. This qualitative study employs semi-structured interviews with organizational managers and other staff members who are responsible for implementing and developing learning technologies in academic institutions. By addressing the sparsely studied institutional perspective, this research contributes to understanding the necessary conditions for utilizing the information generated while game elements are applied into higher education learning environments and turning it into valuable knowledge. Further contribution of this study is highlighting the ethical and privacy concerns related to gamification information in higher education. The implications of this study may also contribute to better pedagogical design of gamification integration in learning environments.

**Keywords:** Gamification, higher education, technology adoption in higher education, information-based decision making, ethical and privacy concerns in knowledge management, pedagogical design, organizational knowledge management.

### **Reference:**

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## **From information to action: Evaluating the GUIDE Model as a knowledge management framework for reducing caregiver burnout**

*[Research-in-Progress]*

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### **Extended Abstract**

Caregiving for dementia patients is a significant issue for caregivers and the U.S. healthcare system, with over 11 million people serving as unpaid caregivers for patients suffering from Alzheimer's disease and Dementia. The burden on caregivers is worsened by the lack of access to respite care services and education of caregivers. This has resulted in early institutionalization of patients, the utilization of healthcare services that are preventable and severe caregiver burnout. Burnout is often exacerbated by information fragmentation. To address these issues, the Centers for Medicare & Medicaid Services (CMS) introduced an innovative approach to increase access to high quality care via the Guiding an Improved Dementia Experience (GUIDE) Model. The GUIDE Model is a national model for payment and service delivery that incorporates dementia care navigation, reimbursable respite care, and caregiver education. We propose it not just as a service, rather as a framework that streamlines knowledge delivery through care navigation and caregiver education. This study aims to investigate whether the GUIDE model is effective in reducing caregiver burden and enhancing self-efficacy of caregivers. The study will explore: (1) the pre/post-cohort evaluating the caregiver strain; (2) the patient's dementia condition; (3) the Patient-Reported Outcome Measures; as well as (4) Health-Related Social Needs (HRSN) Screening. The pre/post surveys will be administered at the onset of the study and the sixth month period. Data analyzed from validated surveys including the Zarit Burden Interview (ZBI) to assess the emotional, physical, financial, and social impact of caregiving the Clinical Dementia Rating (CDR) to assess the patient's condition across six domains of cognitive and functional performance; the Functional Assessment Staging Test (FAST) to assess the patient's ability to perform activities of daily living (ADLs); the Patient-Reported Outcome Measures (PROMs) to assess the patient quality of life; as well as AHC HRSN Screening Tool that assesses gaps in housing, food security, and transportation. Knowledge Management Metrics (KMM) will be proposed utilizing a 7-point Likert scale ZBI to estimate the impact of information gaps as reflected by caregiver burnout. Our second objective is to assess the effect of the GUIDE model on the quality of life of dementia patients using the PROMIS-10 score. We predict a significant reduction of caregiver burden, burnout, and insights into the effect of innovative models of dementia care on caregivers.

**Keywords:** Caregiver education, care navigation, Medicare expenditures, the GUIDE, PROMIS-10, Zarit Burden Interview (ZBI).

## **From couture to content: An insight to AI-driven fashion trend forecasting**

*[Research-in-Progress]*

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### **Extended Abstract**

This study presents a structured, criterion-based evaluation of the current state of research and practice in AI fashion forecasting taken from ACM Digital Library, IEEE Xplore, and Google Scholar. The central research question addresses how reliable AI-based approaches are and what benefits they provide to the fashion industry. Therefore, evaluation criteria – including data sources, model architectures, and forecasting quality – were defined. Today, the emergence and perception of fashion trends are increasingly shifting to the digital realm. Trends no longer emerge exclusively "top-down" from designers, fashion houses, and seasonal runways, but increasingly "bottom-up" through communities, influencers, micro-influencers, and user-generated content, which take an active role in trend generation through content and interactions. Drawing on Simmel's theory of social dualism and innovation diffusion models, this study examines how AI-driven hybrid models capture the shift from the traditional trend cycles to modern digital dynamics. The methodological classification identifies several distinct streams. Established forecasting methods include time-series models that identify recurring patterns (e.g., seasonal effects) or longer-term developments based on historical collection photographs, color palettes, patterns, or sales figures. More recently, the investigation of cultural phenomena, social media data as real-time indicators, and technical frameworks for automated processing with text mining has become popular. In this approach, key terms related to design features (cuts, colors, or fabrics) are automatically extracted and clustered. Latest development in AI image processing enables precise segmentation and the recognition of shape and style features. Additionally, dominant color clusters and brands can be extracted.

A final comparative evaluation reveals that while individual methods possess distinct trade-offs, robust forecasting requires a multi-modal approach. Results indicate that knowledge-enhanced hybrid models like KERN can increase forecasting accuracy by 12%, and that influencer data serves as a more precise indicator of market demand than traditional runway collections. Thus, the use of AI models offers significant opportunities to improve efficiency, sustainability, and consumer orientation in the fashion industry, while methodological limitations, data biases, and ethical issues must also be considered. In summary, the study shows that fashion forecasting has transformed from a purely planning tool into an integral component of the entire value chain, with benefits extending from conception and production to the end consumer.

**Keywords:** Fashion trend forecasting, artificial intelligence, literature review.

## **Mind the gaps: Digital literacy as a prerequisite for the empowerment of disadvantaged groups in the 21<sup>st</sup> century**

*[Research-in-Progress]*

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### **Extended Abstract**

Do online learning technologies bridge social and educational gaps, or do they widen them? As societies, economies, and educational systems move deeper into the digital age, participation in social, cultural and economic life increasingly depends on individuals' capacity to navigate digital environments effectively. This research-in-progress explores digital literacy as a prerequisite for empowerment among disadvantaged and marginalized groups in the 21st century. Online learning technologies have the potential to ensure access to education for all and foster inclusion, but they may simultaneously reproduce or even intensify existing inequalities if gaps and disparities in digital skills, access and participation issues are not addressed.

Building on theoretical frameworks of social mobility, digital inclusion and connectivism learning theory, this research investigates how varying levels of digital literacy influence individuals' ability to engage meaningfully in online learning programs. Particular attention is given to how digital learning skills enable learners to show agency and construct knowledge in digital learning environments which are key indicators of empowerment in contemporary educational settings.

Methodologically, the study employs a mixed-methods approach, combining quantitative analysis of digital literacy levels and participants' reports of empowerment and higher levels of self-efficacy, with interviews drawn from representatives of disadvantaged communities participating in online educational programs as a qualitative methodological tool. This dual perspective allows for a better understanding of both measurable skill differences and participants' lived experiences of empowerment.

Prior research suggests that digital literacy plays a mediating role between access and empowerment. Access to digital platforms is a necessary condition but it seems to be insufficient without the skills and confidence to use these tools critically and creatively. The outcomes of this research will contribute to identifying structural and pedagogical gaps that must be addressed to ensure that digital learning technologies function as means of empowerment rather than a booster of inequalities by promoting inclusive digital literacy frameworks.

**Keywords:** Digital literacy, prerequisite digital learning skills, empowerment of disadvantaged groups, social mobility, digital inclusion, connectivism learning theory, online learning technologies.

## **Bridging data and practice: An ICT toolkit for gender-responsive digital education in the EU**

*[Research-in-Progress]*

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### **Extended Abstract**

Gender disparities in ICT education and digital employment persist across the European Union, yet the evidence needed to design effective, early, and coordinated interventions remains fragmented (European Commission, 2024). While inequalities are well documented in tertiary education and labor market levels, systematic measurement and implementation gaps continue to limit progress in early childhood and school education, stages where interest, skills, and educational trajectories into ICT are first shaped (Eurostat, 2025). This study advances a research agenda to generate systematic evidence on what shapes girls' and women's participation in ICT education and ICT careers in the EU. Analysis of existing datasets reveals gaps in gender, intersectional, regional and skills indicators, poor urban-rural differentiation, missing ICT career indicators and a lack of standardized measures to track progression across educational stages. In addition, weak alignment between education and labor market datasets constrains longitudinal analysis of education-to-employment pathways. To support gender-responsive action across primary, secondary, and tertiary education, and their links to digital employment an ICT Inclusion & Skills Toolkit is proposed: 1) a teacher competency framework for inclusive ICT instruction; 2) a resource and infrastructure mapping tool; 3) harmonized monitoring and evaluation metrics; and 4) a standardized reporting and integration framework connecting schools with policymakers.

**Keywords:** Gender responsive ICT education, ICT, inclusion, EU education data.

#### **References:**

European Commission. (2024, August 12). *Women in digital scoreboard 2024*. Shaping Europe's Digital Future. <https://digital-strategy.ec.europa.eu/en/news/women-digital-scoreboard-2024>

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**Acknowledgments:** Funded by the European Union (GA 101195389). The views expressed are the sole responsibility of the authors.

## **Intelligent context engineering for data-sovereign automated meeting minutes in public administration**

*[Research-in-Progress]*

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### **Extended Abstract**

This study investigates meeting-minutes generation, based on Large Language Models (LLMs), for public administration under digitally sovereign constraints using on-premises deployment, automatic speech recognition (ASR), and limited context windows. Building on the baseline system in Jokisch and Bitterlich (2025), this contribution compares hierarchical summarization using context-engineering with ledger tracking, neighborhood windows, iterative condensation, and retrieval-augmented generation in assurance mode.

The reference transcript of a real administrative meeting (43 min., 5,844 words) was manually corrected. The context-engineering setup follows Mei et al. (2025) who frame it as the targeted organization and stabilization of information within limited LLM-context windows. All variants of transcription are then evaluated against the reference, covering factual faithfulness, content coverage, readability, redundancy, compression, and ledger recall for decisions and action items. Best coverage is achieved by context engineering without retrieval. Removing neighbor context or iteration reduces the coverage but increases the readability, showing importance of cross-chunk continuity and iterative analysis, albeit with longer outputs. Standard retrieval does not improve coverage. Unregulated retrieval increases length and repetition, while assurance leads to incomplete, shorter results and does not reduce unsupported claims. Thus, retrieval appears more useful for targeted verification of entities or numeric claims than a broad generation context.

The limitations include one meeting recording only, a constant level of transcription quality, and a conservative setup of ledger-recall parameters. Future work should consider multiple meetings, broader parameter settings, and multiple reference annotations, to increase evaluation evidence.

**Keywords:** Meeting minutes, context engineering, retrieval, readability, factual consistency.

#### **References:**

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## **The importance of competencies in small and medium-sized enterprises in the digital economy**

*[Complete Research]*

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### **Extended Abstract**

Modern enterprises operating in the digital economy are increasingly transforming into knowledge-based organizations. These transformations require adaptive measures in the area of organizational competencies, understood in this study as the ability to coordinate tangible and intangible resources, including knowledge, skills, capabilities, and attitudes, to achieve organizational goals under dynamic environmental conditions. The study assumes that these challenges also apply to small and medium-sized enterprises (SMEs) as knowledge-based organizations, given their importance in the digital economy.

The aim of the empirical study was to assess the importance of selected competencies and their level of implementation in SME management practices in Poland between 2020 to 2022. The study focused on business, social, and digital competencies, as well as managerial activities supporting competency development in the context of digital transformation. The research was conducted among a purposefully selected sample of 100 SMEs operating in Poland using the Computer-Assisted Telephone Interviewing (CATI) method.

The findings indicate that respondents recognize the significance of competencies in the development and competitiveness of SMEs in the digital economy, where knowledge and innovation are the foundation of growth. The study identified stress resilience, flexibility, decision-making, and creativity as the most important competencies.

The assessment of business, social, and digital competencies in the surveyed enterprises was predominantly positive. According to the managers, employee competencies were rated as very good, good, or excellent in 66% of responses overall, 60% in small enterprises, and 72% in medium-sized enterprises. This suggests high workforce potential, meaning that human resources in SMEs may achieve organizational goals. This positive evaluation may stem from the awareness of the importance of employee competencies in business growth and success and the actions taken by managers in competency management processes. The need to identify the impact of the learning process on competencies in the context of internal and external stimuli.

**Keywords:** Competencies, business competencies, digital competencies, social competencies, small and medium-sized enterprises, digital economy.

## **The robot as knowledge broker: Assessing trust and persuasion in social humanoid-led health interventions for college students**

*[Complete Research]*

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### **Extended Abstract**

Social Humanoid Robots (SHR) represent a frontier in knowledge dissemination, offering novel ways to improve daily life through efficient information delivery. In healthcare and wellness, these robots can assist healthcare workers and patients by bridging the gap between clinical advice and patient action. This research examines the role of SHRs in the transfer and internalization of health-related knowledge among college students, specifically focusing on exercise, nutrition, sleep, and mindfulness. To evaluate the efficacy of these digital knowledge agents, participants were divided into three groups: (1) a control group with no intervention, N=15 participants (2) an experimental group receiving a standard oral presentation delivered by humans, N= 30 participants, and (3) a group receiving an interactive presentation co-delivered by humans and two SHRs, Nao and Pepper, N=22 participants. The study explores how the delivery medium influences the key KM pillars of trust, empathy, and persuasion. The survey instrument, presentation content, and research protocol were validated by a panel of 29 experts across healthcare, communication, and technology. This paper reports on the expert panel validation process, as well as preliminary experimental findings regarding the impact of humanoid interaction on student health awareness and behavior change. This study provides a framework for integrating social robotics into health promotion and education. By identifying whether humanoid agents foster higher levels of trust and empathy compared to human-only delivery, the findings offer actionable insights for organizations aiming to optimize information retention and behavioral compliance. Practitioners specializing in wellness, educational counseling, and public health can leverage these insights to design more effective, high-engagement knowledge dissemination strategies utilizing SHRs, effectively bridging the gap between passive information consumption and active lifestyle modification.

**Keywords:** Social Humanoid Robots (SHR), knowledge transfer, persuasive technology, Human-Robot Interaction (HRI), digital interventions, health literacy.

## **Towards operationalizing GenAI as a research method: A multi-platform framework for blind self and cross evaluation**

*[Research-in-Progress]*

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### **Extended Abstract**

Researchers increasingly use Generative AI (GenAI) across the research lifecycle: ideation, language refinement, literature mining, summarization, and method design (e.g., Scite, Textero, MicroThink, ScienceOS), yet there appears to be a lack of a robust framework for using it as a research method. GenAI can accelerate scholarly workflows and content analysis with evidence of substantial time savings while maintaining expert-level quality under defined conditions. We introduce a novel method based on GenAI platforms that formalizes a framework that repurposes GenAI from an ad hoc content assistant into a rigorous, structured, reliable, and replicable research methodology tool, enabling scalable inquiry in which auditability, replicability, and ethics are paramount. Our proposed framework integrates several phases: (1) human-led definition of research subject and prompt design, (2) GenAI scenarios generation across multiple platforms under uniform structural constraints, (3) multi-criteria metric construction to define categories and sub criteria, and weighting via Multiple-Criteria Decision Analysis (MCDA), (4) blinded self and cross evaluation of outputs by GenAI platforms, using one prompt per metric to enforce granularity, (5) short interval reliability retesting, and (6) mixed methods comparative analysis to assess quantitative score differences across scenarios and platforms, complemented by qualitative analysis of explanations and feedback quality, culminating in interpretation and strategic recommendations. The contribution of this framework is a documented, auditable process that improves objectivity, consistency, and scalability for researchers, offering a scalable alternative to large human panels for formative evaluation, strengthens transparency via explicit prompts, metric taxonomies, weighting rationales, and supports auditable artifacts (e.g., prompts, scores, rationales, and retest logs). It further enables cross-platform benchmarking, informs institutional policy on AI-assisted research, and provides a reusable template for domains requiring scenario-based, multi-metric assessment, such as business, cybersecurity, education, risk management, marketing campaigns, healthcare, and more. Structuring GenAI as a research method, rather than a convenience tool, can enhance objectivity, reproducibility, and efficiency. Early results from a cybersecurity case demonstrate feasibility and efficiency and suggest that blinded self and cross evaluations and MCDA-based synthesis reveal meaningful platform differences while enabling statistically and qualitatively defensible conclusions.

**Keywords:** Generative AI, research methodology, self and cross evaluation, Multi-Criteria Decision Analysis (MCDA), reproducibility.

## **AI–human-in-the-loop: An integrated intelligence framework for knowledge-intensive services**

*[Research-in-Progress]*

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### **Extended Abstract**

In the modern knowledge-intensive service economy, customer satisfaction and organizational competitiveness increasingly depend on the quality of high-touch, high-knowledge engagements. While the rapid proliferation of Artificial Intelligence (AI) technologies has transformed service operations by improving efficiency, accuracy, and scalability, the essential roles of Human Intelligence (HI) and Emotional Intelligence (EI) remain indispensable for delivering personalized, relational, and socio-emotional value. Despite the growing prevalence of AI-augmented service delivery, existing literature often treats technological capability and human capability as parallel streams, failing to fully conceptualize how distinct forms of human intelligence, i.e., analytical, cognitive, practical, and emotional, interact to shape dynamic service capabilities. Grounded in socio-technical systems theory and the dynamic capabilities view, this study develops an integrated intelligence-based framework that theorizes the complementary roles of AI, HI, and EI in enhancing customer engagement, service quality, efficiency, and effectiveness.

Thematic and content analyses of qualitative interview data from 5 organizations (health care, financial services, consulting, and technology service), allowing for the theorizing and refinement of the proposed intelligence-based dynamic service framework, reveal that AI plays a pivotal role in supporting back-end processes, including market research, forecasting, strategic planning, and service design, thereby contributing to operational efficiency and decision support. However, frontline service excellence continues to depend heavily on employees' HI and EI. Importantly, EI tends to amplify the impact of HI on service engagement, indicating a possible moderating effect for enabling employees to translate analytical and practical knowledge into meaningful customer interactions.

This research contributes to the knowledge management and service operations literature by advancing an integrated intelligence-based framework that supports an “AI–human-in-the-loop” approach, demonstrating that while AI enhances efficiency and scalability, HI and EI are critical for adaptive problem-solving, contextual judgment, empathy, and trust-building, which are core dimensions of knowledge-intensive service encounters.

**Keywords:** AI usage, intelligence service model, customer engagement, human and emotional intelligence.

## **Best practices for preparing an AI-enabled future workforce**

[Panel]

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### **Extended Abstract**

Artificial Intelligence (AI) is rapidly transforming the nature of work across every sector, reshaping the skills, roles, and competencies required of the future workforce. Recent studies highlight both the urgency and gap in readiness, with many organizations reporting accelerated AI adoption alongside significant workforce skill shortages and challenges in responsible implementation (Microsoft, 2024; World Economic Forum, 2023). Higher education institutions, industry, and government organizations must work collaboratively to ensure that emerging professionals are prepared not only to use AI technologies, but to lead, govern, and mitigate the risks associated with AI responsibly.

This panel will explore best practices for preparing an AI-enabled future workforce, with attention to the evolving needs of cybersecurity and technology-driven fields. Drawing on experiences from multiple institutions and national workforce initiatives, the panel will highlight best practices and practical strategies for integrating AI competencies into academic programs, aligning curricula with industry needs, and developing interdisciplinary learning pathways that combine technical expertise with ethical, security, and leadership perspectives. Panelists will also discuss challenges faced by educators and organizations, including rapidly evolving technologies, faculty readiness, curriculum agility, and workforce skill gaps, as well as present models for effective partnerships among academia, government, and industry. Through case examples and actionable recommendations, the session will provide faculty, researchers, and practitioners with insights, frameworks, and resources to help build sustainable talent pipelines and prepare the next generation of AI-enabled professionals and leaders capable of addressing emerging technological and societal challenges.

**Keywords:** Artificial Intelligence, AI education, cybersecurity, workforce development, future of work.

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## **Innovation and knowledge co-creation in intercultural workshops: The role of meta-context – Lessons from a Swiss–Korean FacLab experience**

*[Complete Research]*

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### **Extended Abstract**

This paper investigates knowledge co-creation in a transdisciplinary and intercultural design workshop conducted in November 2025 at Chonnam National University, Korea. A group of 59 students from information systems, law, architecture, and tourism management (University of Geneva, Switzerland, and Chonnam National University, Korea) collaborated to design a Creative Transdisciplinary Learning Space (FacLab).

The workshop operationalized an integrated framework combining C-K theory, Meta-Context (M), Design Thinking, and the 3Hs model (Head, Heart, Hands). Using qualitative analysis of participant questionnaires, workshop artifacts, and facilitator observations of team interactions, the study examines how participants appropriated the proposed theoretical tools, how disciplinary and cultural backgrounds influenced collaboration, and which forms of knowledge artifacts emerged.

Results show that while structured design frameworks supported ideation, contextual factors—particularly intercultural interaction and time pressure—played a dominant role in shaping the creative and knowledge processes, including the selection of which knowledge is worth transmitting and the prioritization of rapid co-construction of shared foundational knowledge. The study identifies seven recurring participant roles that structured collaborative dynamics and proposes practical recommendations for designing knowledge-intensive collaborative workshops.

These findings contribute to research on knowledge management in situated, cross-cultural learning environments and provide empirical insight into how theoretical innovation frameworks operate in practice. For intercultural management, the findings highlight how linguistic asymmetries and cultural differences in communication styles shape knowledge co-creation—underscoring the need for intercultural intelligence in globally distributed teams.

Practitioners should invest as much in designing the conditions for collaboration (who sits next to whom, how breaks are structured, how language differences are accommodated) as in selecting the methods for collaboration. Structured intercultural encounters, when properly facilitated, can transform diversity from a challenge into a competitive advantage.

**Keywords:** Knowledge co-creation, transdisciplinary collaboration, C-K theory, meta-context, intercultural learning, design workshop, intercultural intelligence.

## **The interplay of cyberslacking and class engagement: A comparative study of business students in Poland versus Montenegro**

*[Research-in-Progress]*

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### **Extended Abstract**

Cyberslacking, considering the academic context of higher education, is defined as the use of the internet by students, during classroom sessions, for non-academic purpose which is not related to the content of the classes (Karaođlan Yilmaz et al., 2025). The new study builds on last year research by moving the comparison to business students in two European higher-education contexts: Poland and Montenegro. This makes the student samples more comparable, as both groups represent the same field of study.

The study will be based on Social Cognition Theory (SCT) to explore the factors influencing cyberslacking. This choice is motivated by the limitations of the Theory of Planned Behavior, which includes only the variables of attitude, subjective norms, and perceived behavioral control, to explain academic cyberslacking behavior. The constructs utilised of SCT refer to the personal, the behavioral and environmental components.

Classroom distraction has been shown to reduce students' concentration during lectures and, consequently, may undermine academic performance. This study examines cyberslacking among business students in Poland and Montenegro, comparing academic performance between students who report engaging in cyberslacking and those who do not report such behavior. Students' academic performance is compared using self-reported academic results such as average grade. The research is based on an anonymous survey. The Polish–Montenegrin perspective allows the study to identify how cyberslacking patterns differ across national academic contexts.

The findings of this academic cyberslacking research may contribute to a better understanding of digital distraction within university class and may serve as sources of guidelines in developing interventions, to reduce academic cyberslacking during the class.

**Keywords:** Cyberslacking, physical environment, cyberslacking activities.

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## **Knowledge traces of artificial intelligence systems: A digital forensics perspective**

*[Research-in-Progress]*

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### **Extended Abstract**

With the rapid adoption of Artificial Intelligence (AI) systems and increased usage for automation, cybercrime, and adversarial purposes, it is imperative that frameworks for investigation are developed or adapted to collect the traces left behind by AI systems. Current forensic methodologies may focus on file system artifacts, memory artifacts, network artifacts, and application artifacts. Additionally, frameworks may focus on traditional artifacts such as logs, registry entries, metadata, and cached data. AI systems include conversational AI (e.g., ChatGPT, Copilot, Gemini), generative media tools (e.g., Stable Diffusion, Midjourney), local LLM frameworks, AI coding assistants, and AI automation agents, each of which will leave behind different trace evidence. There is a need for forensics investigation framework for AI applications.

As AI forensics emerge as a subfield of digital forensics, there are two key directions for this subfield: 1) AI as a forensic tool, and 2) AI as a source of forensic evidence. A major challenge in AI forensics is that a substantial portion of the evidence exists in ephemeral data (e.g., RAM, cloud sessions, temporary caches). There are also privacy and legal issues arise due to the platforms storing AI system data remotely. AI-assisted forensic frameworks are emerging to automate artifact extraction and validation. Processes using AI-assisted methods present new challenges with hallucinated evidence, explainability of evidence collected, and reproducibility of the output.

The need for investigative frameworks presents possibilities for multiple research questions:

- What digital artifacts do AI applications leave on endpoints, networks, and cloud systems?
- How can these artifacts support incident investigations or attribution?
- What challenges do AI artifacts introduce to forensic reliability and evidence integrity?

AI applications introduce new categories of digital forensic artifacts and investigative frameworks must be adapted. Future research opportunities exist for the development of standardized AI artifact taxonomy, AI artifact parsers for forensic tools, forensic analysis of vector databases, watermarking detection, and LLM forensic datasets.

**Keywords:** Artificial Intelligence, cybersecurity, digital forensics, digital artifacts, frameworks, AI-assisted forensics.

## **Agentic knowledge management systems: Integrating autonomous AI agents for organizational learning and knowledge innovation**

*[Research-in-Progress]*

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### **Extended Abstract**

This study advances knowledge management (KM) theory by reconceptualizing autonomous AI agents as institutional knowledge actors embedded within organizational ecosystems—a theoretical repositioning with significant implications for how organizations design, govern, and evaluate AI-enabled KM architectures. While traditional KM systems rely on human-curated repositories and static knowledge flows, the emergence of agentic artificial intelligence introduces agents capable of autonomously acquiring, synthesizing, and distributing knowledge across digital environments. Despite growing scholarly interest in AI-enabled KM, the literature has yet to theorize how autonomous agents may function as accountable contributors to structural capital within organizational knowledge systems. Existing AI-enabled KM models, such as AI-augmented repositories and recommendation-based knowledge retrieval systems, remain fundamentally passive—dependent on human initiation and operating within bounded, pre-defined workflows. This research-in-progress advances beyond those models by proposing a conceptual framework for Agentic Knowledge Management Systems (AKMS) in which AI agents function as autonomous, goal-directed knowledge actors capable of initiating knowledge processes, adapting to organizational context, and contributing to structural capital without continuous human prompting. The AKMS framework comprises four interrelated components: (1) an Autonomous Knowledge Acquisition Layer, in which agents continuously monitor, retrieve, and synthesize information from internal and external sources; (2) a Knowledge Discovery and Reasoning Engine, enabling agents to identify patterns, generate insights, and surface tacit knowledge across organizational silos; (3) a Governance and Oversight Module, embedding human-in-the-loop controls, auditability mechanisms, and ethical safeguards into agent decision pathways; and (4) an Organizational Learning Interface, through which agent-generated knowledge artifacts are validated, contextualized, and integrated into institutional memory. Building on knowledge management theory, organizational learning frameworks, and AI governance literature, the framework explores how these components enable agentic systems to enhance knowledge creation and sharing while preserving cybersecurity resilience and responsible automation. The study further examines the accountability, transparency, and knowledge integrity challenges inherent in delegating knowledge processes to intelligent agents. Findings provide practical guidance for organizations, higher education institutions, and cybersecurity learning environments seeking to integrate agentic AI into knowledge systems while sustaining responsible governance and innovation practices.

**Keywords:** Knowledge management, agentic AI, autonomous agents, organizational learning, AI governance, structural capital, cybersecurity.

## **Ethical agentic safeguards for knowledge management systems: Governance frameworks for trustworthy AI-driven knowledge ecosystems**

*[Research-in-Progress]*

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### **Extended Abstract**

This study reframes ethical safeguards in AI-driven knowledge management (KM) systems as strategic enablers of organizational innovation rather than governance constraints—a repositioning with significant implications for how organizations design trustworthy agentic KM ecosystems. As autonomous AI agents increasingly manage knowledge repositories, recommend decisions, and generate organizational insights—including knowledge retrieval agents and AI-driven decision-support bots—existing KM research has addressed AI integration but stopped short of theorizing governance architectures capable of managing agentic systems with delegated decision authority. Without structured safeguard frameworks, agentic KM systems risk introducing accountability failures, algorithmic bias, knowledge manipulation, and unauthorized access to organizational knowledge assets. Current KM governance literature assumes a human-mediated model of knowledge stewardship and does not account for the systemic risks introduced when AI agents autonomously perform knowledge creation, sharing, retention, and integrity assurance across organizational boundaries. This research-in-progress proposes a governance framework for integrating agentic safeguards into KM systems to promote responsible knowledge innovation. Specifically: What governance mechanisms can ensure that agentic AI systems supporting KM processes remain ethically aligned and organizationally accountable? Drawing on Governance, Risk, and Compliance (GRC) theory, Corporate Digital Responsibility (CDR), and AI ethics research, the framework identifies key safeguard mechanisms including scope boundaries, decision authority limits, human oversight protocols, transparency mechanisms, and continuous auditing processes to ensure AI agents remain aligned with organizational values, regulatory requirements, and ethical standards. The framework contributes three advances to KM scholarship: (1) a taxonomy of agentic safeguards categorized by governance function (oversight, boundary-setting, and auditability); (2) a governance architecture model embedding ethical constraints as first-class design principles in KM system development; and (3) design implications for KM practitioners implementing accountable agentic systems that situate safeguards within knowledge process logic rather than regulatory compliance alone. By treating ethical safeguards as architectural design principles, the research contributes a novel governance logic for trustworthy AI-enabled knowledge ecosystems capable of sustaining innovation while protecting organizational knowledge assets.

**Keywords:** Knowledge management, AI ethics, agentic safeguards, GRC (Governance, Risk, and Compliance), corporate digital responsibility, cybersecurity, knowledge governance.

## **LEAP Framework: LLM-enhanced adversarial preparedness for tabletop exercises**

*[Research-in-Progress]*

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### **Extended Abstract**

Tabletop exercises (TTX) are a cornerstone of organizational cybersecurity preparedness, enabling teams to rehearse incident response procedures in simulated, low-risk environments. Traditionally, these exercises are designed and facilitated by external security firms at a significant cost per engagement and require three or more months of planning. Prior work has established structured frameworks for TTX design, and a growing body of research examines AI-assisted training in high-stakes domains. The emergence of large language models (LLMs) presents a compelling opportunity to democratize access to high-quality TTX facilitation, reduce costs, and increase exercise frequency across enterprise environments. This paper presents a research-in-progress study examining the comparative effectiveness of three leading LLMs, specifically OpenAI ChatGPT, Anthropic Claude, and Google Gemini, as assistants in corporate tabletop exercises, with particular attention to disaster recovery (DR) playbook analysis and the role of gamification in exercise design. All three models will be studied across a structured evaluation period using standardized TTX protocols and scoring rubrics. Model outputs will be compared across dimensions including scenario realism, facilitator responsiveness, playbook alignment, and participant engagement, with human expert raters applying a common rubric to ensure inter-rater reliability.

The LLM-Enhanced Adversarial Preparedness (LEAP) Framework organizes LLM deployment across four functional pillars: (1) Exercise Setup and Role Definition, (2) Prompt Architecture and Model Interaction, (3) DR Playbook Integration, and (4) Gamification Design. The framework is named LEAP to reflect the accelerated preparedness capability it enables - allowing organizations to leap from infrequent, costly, externally dependent exercises to continuous, internally driven, and high-fidelity TTX programs. Each pillar includes practitioner guidance, example prompts, and governance considerations. The framework is designed to complement human facilitators who remain essential for interpreting nuanced team dynamics and ensuring exercise integrity. The framework is designed to be model-agnostic and adaptable across organization size and compliance context. Empirical findings from the study, collected across a planned six-month evaluation window, will be used to validate and refine framework recommendations

**Keywords:** Large Language Models (LLMs), tabletop exercise frameworks, disaster recovery playbook, gamification, incident response, cybersecurity, information security.

## **The rise of shadow artificial intelligence: Implications for knowledge management and organizational governance**

*[Research-in-Progress]*

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### **Extended Abstract**

Artificial intelligence (AI) tools such as large language models, generative media systems, and AI coding assistants are quickly becoming integrated into professional workflows. As employees work to develop their skills with AI or increase productivity, they may choose AI tools that are not officially approved by their organization. Information technology (IT) teams have long faced shadow IT, where employees utilize unauthorized tools such as unsanctioned cloud sharing platforms and external AI applications. This emergence of shadow AI, a subset of shadow IT, has significant implications for knowledge management.

In shadow AI situations, employees may bypass organizational governance by using public generative AI to draft internal documents, develop code using AI assistants without enterprise licensing, analysts may upload datasets to external AI platforms, and staff may use AI tools to develop summaries of confidential reports. Common drivers for the existence of shadow AI include pressure for productivity and efficiency, ease of access to public AI tools, and lack of approved alternatives.

Core knowledge management processes are affected by shadow AI including knowledge creation, storage, sharing, and governance. Shadow AI may cause knowledge created on public AI platforms not to be stored in official repositories, reducing knowledge retention. Organizations may lose visibility on how knowledge evolves or is translated when external platforms are used to transform and summarize data. Accuracy, authorship, and intellectual property are at risk when there is rapid sharing of AI-generated output across teams or platforms.

Understanding the implications of shadow AI presents possibilities for multiple research questions:

- How aware are employees of organizational AI policies and risks?
- What factors contribute most to employee adoption of unauthorized AI tools?
- How has the rise of generative AI changed traditional shadow IT behaviors?

Future research opportunities exist to better understand the impact on organizations. Official AI governance frameworks can be developed, and enterprise AI platforms can be selected based on shadow AI insights within the organization. Examining shadow AI and developing mitigation strategies can help organizations reduce unauthorized use of AI tools.

**Keywords:** Artificial Intelligence, shadow AI, knowledge management, knowledge governance.

## **Longitudinal analysis and machine learning–based prediction of IoT vulnerability exploitation using CVE and threat intelligence data (2015–2025)**

*[Complete Research]*

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### **Extended Abstract**

The rapid expansion of Internet of Things (IoT) ecosystems has increased cybersecurity exposure across consumer, industrial, healthcare, and critical infrastructure environments. Despite growing awareness of IoT security weaknesses, limited research has integrated longitudinal vulnerability analysis, exploit intelligence correlation, and machine learning–based exploitability prediction within a unified empirical framework. This study analyzes IoT vulnerability disclosures from 2015 to 2025 using data collected from the National Vulnerability Database (NVD), the Common Vulnerabilities and Exposures (CVE) framework, the Cybersecurity and Infrastructure Security Agency (CISA) Known Exploited Vulnerabilities (KEV) catalog, and external exploit intelligence repositories. The analysis identified 44,569 IoT-related CVEs, representing approximately 18% of all vulnerability disclosures during the study period. Comparative analysis revealed that IoT vulnerabilities exhibited consistently higher observed exploitation rates than non-IoT vulnerabilities, with exploitation frequencies approximately five to ten times greater than the broader CVE population during peak periods. Generalized linear and mixed-effects models identified IoT classification as the strongest predictor of confirmed exploitation, exceeding the predictive contribution of traditional Common Vulnerability Scoring System (CVSS) severity tiers. Supervised machine learning models were further developed for exploitability prediction and severity classification. Ensemble approaches, particularly CatBoost, achieved strong discriminatory performance (ROC–AUC  $\approx$  .91) despite severe class imbalance, while severity classification models achieved macro-averaged F1 scores exceeding .60 and classification accuracy above .74. The integration of threat intelligence feeds substantially improved exploitation validation and temporal exploitation modeling. Collectively, the findings demonstrate the value of combining longitudinal vulnerability analytics, machine learning, and threat intelligence correlation to support proactive IoT vulnerability prioritization and cybersecurity risk assessment.

**Keywords:** IoT, security, vulnerabilities, common vulnerabilities and exposures (CVE), machine learning, threats, exploits.

## **Knowledge management's response to AI adoption**

*[Research-in-Progress]*

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### **Extended Abstract**

Large language models (LLMs) are being adopted in the workplace much faster than prior new technologies. The capabilities of these LLMs are rapidly outpacing our understanding of their impact on the knowledge processes at work. While there is much speculation about the potential role of generative artificial intelligence (GenAI) in knowledge management (KM), empirical research about what firms are doing in practice is only emerging now. Alavi et al. (2023) conceptually considered the opportunities, risks, and implications of GenAI for the knowledge management processes originally identified in their seminal review paper (Alavi & Leidner, 2001), but they did not ground their claims empirically. This research-in-progress maps empirical case studies on the use of GenAI in KM systems onto the themes identified by Alavi et al. (2023) to distinguish between those aspects that are empirically supported and those that remain speculation, thus offering a roadmap for future research about GenAI and KM.

**Keywords:** Artificial Intelligence, Large Language Models (LLMs), knowledge management theory, knowledge management practice.

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## **Burn to learn: Embodied learning as a knowledge-enabling intervention**

*[Research-in-Progress]*

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### **Extended Abstract**

This exploratory study examines a brief embodied learning intervention that integrates moderate physical activity into an instructional session on management of team dynamics, as a mechanism for enabling a more open knowledge environment. When individuals experience evaluative threat, they are less likely to ask questions, voice uncertainty, or engage in experimentation—processes central to psychological safety and knowledge creation. In addition, one concept of particular interest included the fear of appearing incompetent (FAI), representing a persistent yet under-examined barrier to knowledge creation, sharing, and collective learning.

Data were collected via a post-session survey administered to participants following a class in the spin studio with about 23 students each of the three sessions (N = 71). Based on qualitative analysis of open-ended responses, participants most frequently emphasized improved attentional focus, increased energy, and enhanced cohort bonding. Many described the session as lowering social barriers, normalizing vulnerability, and creating a more relaxed atmosphere for participation—conditions closely aligned with psychological safety. Suggestions for improvement centered primarily on logistical refinements (e.g., equipment availability, pacing, opportunities for note-taking), rather than opposition to the embodied learning format itself.

Quantitative analyses indicate that 76.1% of respondents also reported a reduction in FAI as a result of the intervention, a proportion significantly greater than chance (exact binomial test,  $p < .001$ ). In addition, 85.9% of participants reported increased intention to use the campus fitness center following the session ( $p < .001$ ), suggesting spillover effects beyond the immediate learning context. Notably, reduced FAI was strongly associated with increased intention to engage in future fitness-related activity (Fisher's exact odds ratio = 23.11,  $p < .001$ ), highlighting a robust link between affective safety and subsequent self-directed engagement.

Together, the findings suggest that embodied activity can function as a knowledge-enabling intervention by reducing FAI and strengthening relational and affective foundations of learning environments. While limited by self-reported measures and a single-session design, this study highlights promising avenues for integrating embodied practices into educational and organizational training contexts.

**Keywords:** Embodied learning, fitness integrated learning, fear of appearing incompetent.

## **From knowledge sharing to knowledge privatization: The case of quiet quitting**

*[Research-in-Progress]*

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### **Extended Abstract**

Quiet quitting is becoming an increasingly prominent challenge in contemporary organizations. Limiting employees' efforts often coexist with selective knowledge sharing, yet the underlying motivations and strategic behaviors behind these practices remain underexplored. This study explores the working concept of “knowledge privatization” – a process in which employees redefine organizational knowledge as their own individual bargaining capital, selectively managing its distribution in order to protect their own position or effort optimization. This perspective highlights the strategic nature of the phenomenon, distinguishing it from knowledge hiding or knowledge hoarding, and psychological ownership. The aim of the study is understanding how quiet quitting coexists with selective knowledge management and what motivations shape such practices.

This study adopts a qualitative, inductive approach based on the Gioia methodology (Magnani & Gioia, 2023). The study will begin with initial quiet quitting level measurement to ensure sample diversity. Subsequently, 15-25 semi-structured in-depth interviews will be conducted with employees from the business service sector. Iterative data analysis will facilitate the development of a model capturing the evolution of attitudes toward knowledge.

The anticipated contribution of this research is to provide a new insight into strategic and calculative approaches to information sharing. From a practical perspective, the expected results may shed light on the limitations of knowledge management systems that rely solely on formal procedures, highlighting the importance of accounting for employees' individual protective strategies.

**Keywords:** Quiet quitting, knowledge privatization, intellectual capital, knowledge hoarding, psychological ownership.

#### **Reference:**

Magnani, G., & Gioia, D. (2023). Using the Gioia Methodology in international business and entrepreneurship research. *International Business Review*, 32(2), 102097.  
<https://doi.org/10.1016/j.ibusrev.2022.102097>