



## Rémy Magnier-Watanabe Wins Emerald Literati Network Award for Outstanding Paper



Every year, Emerald Group Publishing, the world's leading scholarly publisher of journals and books in business and management, invites each journal's Editorial Team to nominate what they believe has been that title's Outstanding Paper and up to three Highly Commended Papers from the previous 12 months.

**Dr. Rémy Magnier-Watanabe's article entitled "Shaping knowledge management: Organization and national culture" published in the Journal of Knowledge Management has been chosen as the Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2011. This paper was co-authored with Prof. Dai Senoo of the Tokyo Institute of Technology.**

The award winning papers are chosen following consultation amongst the journal's Editorial Team, many of whom are eminent academics or managers. Prof. Magnier-Watanabe's paper has been chosen as one of the most impressive pieces of work the team has seen throughout 2010. Please note that every Outstanding Paper is freely accessible for a limited period (until September 1, 2011):

[www.emeraldinsight.com/literati](http://www.emeraldinsight.com/literati)

Based on data gathered from a questionnaire survey of a Japanese pharmaceutical company's 14 worldwide offices, their paper examines the effects of organizational characteristics and national culture on knowledge management. Among the predictors of knowledge management beyond the realm of deliberate measures within the firm, the data showed that organizational characteristics exert a stronger influence than national culture. This research provides practical implications for practitioners, suggesting that changes in organizational characteristics, such as structure and relationship in particular, rather than adjustments in the composition of employees' nationalities, will have a stronger impact on the resulting knowledge management.