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| 8) Multicultural and Cosmopolitan Width of the conceptual patterns. | |
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| | Tot. /90 |
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¹ The final decision connected with the paper fitness for publication is up to the Journal Editor

I The Scientific Board will match any total score with the following statements:

9-39: rejected

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70-90: fully accepted, to be published immediatel

NOTES FOR AUTHORS

(See Authorization to be compiled in this Issue)

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See the following Pre-Editing rules.

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**WCSA - WORLD COMPLEXITY
SCIENCE ACADEMY
II° CONFERENCE**

**September 26TH-27TH,
2011 - Palermo, Italy**

***COMPLEXITY SYSTEMIC SCIENCES
AND THE GLOBAL ENERGY AGENDA***

SPECIAL ISSUE:

“Complexity Science in Business”

(by G. Dominici)

Paths for “Stars Manufacturers”: Forced to be Systems (complexity) Integrators

Massimo Paoli

Full Professor
Knowledge Dynamics
and organizational innovation
Management of Innovation
Perugia University

Abstract

Industrial enterprises cannot be global players without to be systems innovators. They cannot be systems innovators without to be “systems integrators”, but does it mean? The aim of this work is to suggest some new theoretical considerations on knowledge and consequently about why and how the control of systems integration can actually be maintained and directed. The basic idea is to support redundancy of knowledge bases, therefore redundancy of agents (as bearers of such knowledge), but also of organizational contexts, conceived as “containers”, predisposed to allow men and their different knowledge bases to be integrated in order to construct the fundamental axes of systems integration. These visions emerge from (1) the individual capability of each agent-knowledge bearer to imagine complexity, to propose change along with the trajectories of its marching direction (innovations that are used as strategic competitive “weapons”), and from (2) the ability of organization to transform the knowledge of everyone in social visions (firm’s visions). Systems integration is first of all knowledge integration.

In Memoriam of Professor Massimo Paoli

It is with sadness that I announce the sudden and early passing, at the age of 56 years old, of the colleague Massimo Paoli. I am sure I am but one individual who will write a memoriam about Massimo Paoli: a great man and a great professor, whose death represents a huge loss for the academia.

For those few who didn’t know him, Massimo Paoli was a Full Professor of Business Management and Innovation Management at the University of Perugia (Italy) and at S. Anna School of Advanced Studies in Pisa (Italy) and a great researcher about Complex Systems. He took his PhD in Innovation Management at University S. Anna of Pisa in 1984. Before joining the Academia Massimo Paoli worked in the semiconductor and software industries (1983-1987). His research efforts have been focused on links between technological and organizational innovation, and in particular about the relations between the nature of knowledge and the dynamics of change in multi-technology systems.

He was author of more than forty publication of great impact for the advancement of the research fields of Complexity Science in Business and Innovation Management. Among those I read I want to remember his recent books: “Management della complessità, complessità del management. L’innovazione dei sistemi multitecnologici”, Franco Angeli, 2010 and “La dinamica della conoscenza nei sistemi sociali” Franco Angeli, 2009. Among Massimo’s journal articles I remember “Memory of the Organization and Memories within the Organization” (Paoli, M & Prencipe A., Journal of Management and Governance, 2003, 7(2): 145-162).

In this issue we publish his article, unfortunately the last

one he will write for us. He sent this article to me about one month before his passing, I was going to write him about the acceptance of his paper when I found out about the astonishing loss. Here I want to remember his words introducing to us his very long and relevant contribution (Paths for “Stars Manufacturers”: Forced to be Systems (complexity) Integrators) that we are now publishing in this Special Issue (translated from Italian): “Dear friends, I am aware that I am sending you a long contribution, but I beg you to believe that I did because I wish that you can find this useful, not only for the topic of system integration as milestone of the new global firms, a theme that could be that of our future works together, and that is in fact the topic of the nature of firms (also of energy firms that you well analyzed at the conference in Palermo), but also to highlight some epistemological issues that can be discussed in the Academy. [...] Starting my contribution to a Journal that has the ambitious name of Atlantide, I thought to contribute with something of theoretically strong (and suffered, I assure you). I hope it can be published on your Journal and that the little challenge in it can be starting point of a robust discussion that surely is already taking place inside the Academy”.

The topic highlighted by Massimo was surely of great interest for me, for other members of the WCSA and, in general, for the whole systemic academia. It is very sad to realize that we will not be able to research on this with the great contribution in terms of knowledge and intuition that Massimo could give to us.

Massimo Paoli has been a mentor in the truest sense of the word for hundreds of scholars; many of his works are milestones in the field of Systemic Science in Italy and abroad. Truly, he was an original and special man who deserves every accolade that can be applied to such a high level academic.

Goodbye Massimo, we will miss you and your great and enlightened mind.

04/03/2012
Gandolfo Dominici