Article Title
Knowledge sharing in revenue management teams: Antecedents and consequences of group cohesion

Citation

Abstract
The practice of Revenue Management has received widespread acceptance in the international hospitality industry yet a lack of best practice in terms of organizational integration persists. This paper follows the notion that revenue management is first and foremost a human activity, dependent on knowledge exchange and concerted decision within revenue management teams. One critical attribute of effective teams is group cohesion. The authors contrasted communication networks of 38 revenue management teams by means of social network analysis to identify the antecedents and consequences of group cohesion.

Methods
The data were collected through a web-based questionnaire in the English language. The web-based survey utilized a 'complete list' network elicitation approach (Marsden, 1990) in which each respondent was asked to rate the connection to every other actor in their team network on a given scale. To achieve this, the initial contact (usually the general manager) was requested to provide a list of actors in their team. The questionnaire was then adapted and personalized for each team. A link to the team's questionnaire was then mailed to the contact person who distributed it to the other team members.

Results
It was found that industry employment, age and revenue management experience define the structure of communication networks and that awareness of other's expertise is central in explaining differences team performance across the sample. The findings highlight the issue of knowledge asymmetry in teams and suggest that the Revenue Manager occupies a more active role as an information broker in order to enhance group decision making.

Conclusion
In summary, as opposed to many earlier studies of team performance, this study applied a structuralist perspective in which it was assumed that individual attributes are not simply input

factors to team processes, but are in fact shaped by circular social contagion processes. The structuralist lens has proven fruitful in detecting some of the mechanisms of team communication and thus provides an additional perspective to earlier attribute-based work on team performance. Here, social network analysis and, particularly, recent advances in network modeling approaches appear to be promising means of team and performance research.