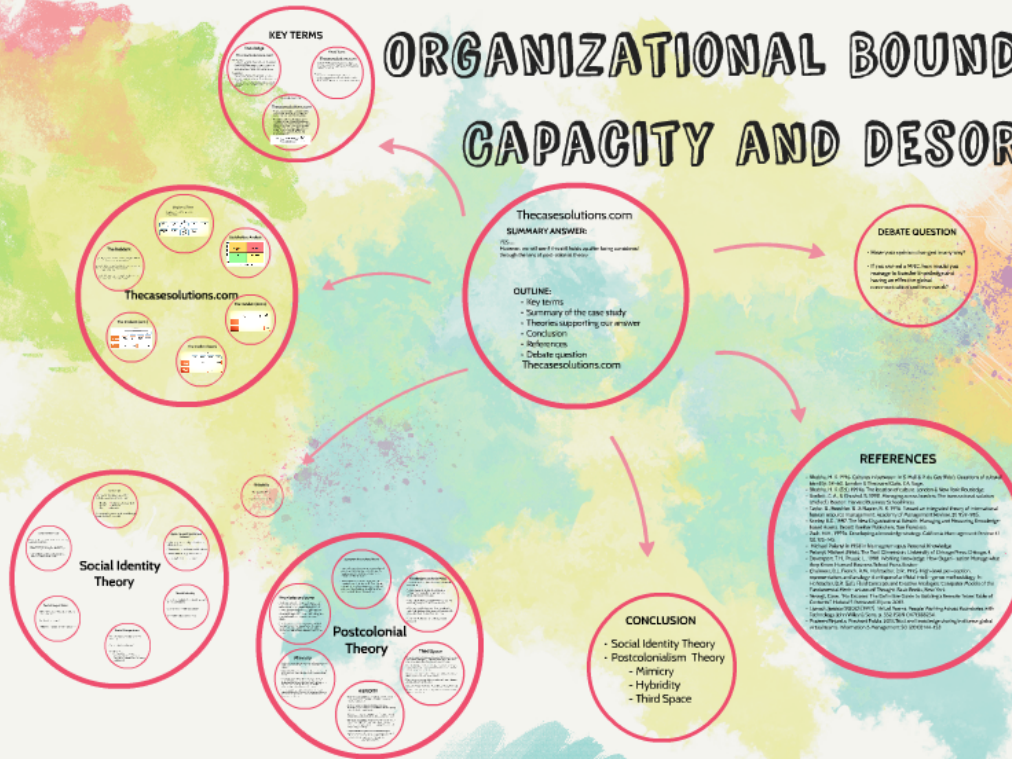


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## TECHNOLOGY TRANSFER ACROSS

## ORGANIZATIONAL BOUNDARIES: ABSORPTIVE CAPACITY AND DESORPTIVE CAPACITY



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## TECHNOLOGY TRANSFER ACROSS ORGANIZATIONAL BOUNDARIES: ABSORPTIVE CAPACITY AND DESORPTIVE CAPACITY

### KEY TERMS

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#### SUMMARY ANSWER:

YES. However, we will see if this still holds up after being considered through the lens of post-colonial theory.

#### OUTLINE:

- Key terms
  - Summary of the case study
  - Theories supporting our answer
  - Conclusion
  - References
  - Debate question
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#### DEBATE QUESTION

- How your opinion changed in any way?
- If you owned a MNC, how would you manage to transfer knowledge and bring an effective global communication and team work?

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#### CONCLUSION



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## **SUMMARY ANSWER:**

YES.....

However, we will see if this still holds up after being considered through the lens of post-colonial theory

## **OUTLINE:**

# OUTLINE:

- Key terms
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# Knowledge

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### **Objective, static:**

- An object that can be directly observed, stored and successively reused or transferred.
- **Tacit knowledge** is the knowledge embedded in people's mind, usually easy to observe but hard to formalize and to communicate to others. "We can know more than we can tell".

### **Process, dynamic:**

- Knowledge is "a fluid mix of framed experience, values, contextual information, and expert insights that provides a framework for evaluating and incorporating new experiences and information".
- Within organizations, knowledge reserves must be considered not as static pools, but as wellsprings continuously filled with new ideas.

# Virtual Teams

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- It is a geographically dispersed team, distributed team, or remote team, a group of individuals who work across time, space and organizational boundaries with links strengthened by webs of communication technology

### Features:

- Composed of individuals who are globally dispersed.
- Use technology-supported communication more than face-to-face communication
- Members are from different cultures and speak different languages

## Knowledge transferring

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- What translates that object in a competence is the activity of a cognitive system that interprets and uses the information conveyed by that object.
- The possible resulting behaviors depend on the characteristics that drive this cognitive activity, such as experiences, goals, beliefs, expectations, models of behavior, and values . In fact, a cognitive system perceives environmental data or information and, based on those characteristics, builds mental representations that affect the final behavior (Chalmers et al., 1995).

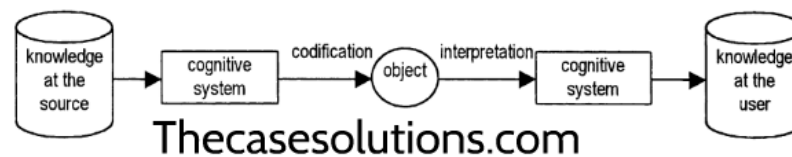


Fig. 1. A schematic representation of knowledge transfer.

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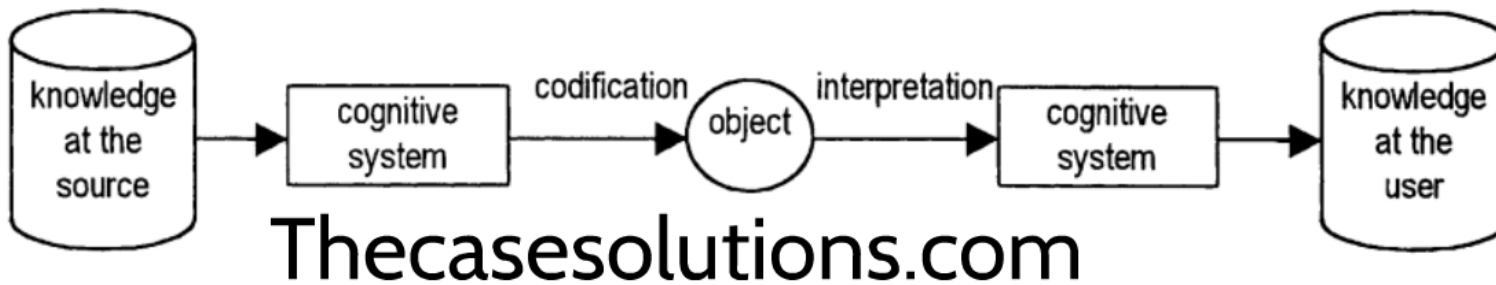
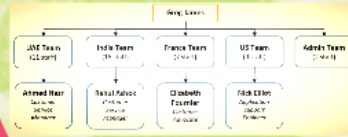


Fig. 1. A schematic representation of knowledge transfer.



### Greg James' Team

Greg James: Global Manager at Sun Microsystems



### The Incident

HS Holding's system was down for 2 hours, resulting in £ million loss threatened to sue Sun Microsystems

System checks have been performed by different teams; but all of them were working from the wrong instructions

- miscommunication

Greg decided to investigate the root of the problem by going to meet each team in their respective location

### Stakeholders Analysis

High	Keep Satisfied Sun Management No challenges	Key Players IT group Team leader in IT Success
Low	Monitor	Keep Informed Other team members
	Low	High
	Interest of stakeholders	

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### The Incident (cont.)



### The Incident (Cont.)



### The Incident (Cont.)

