

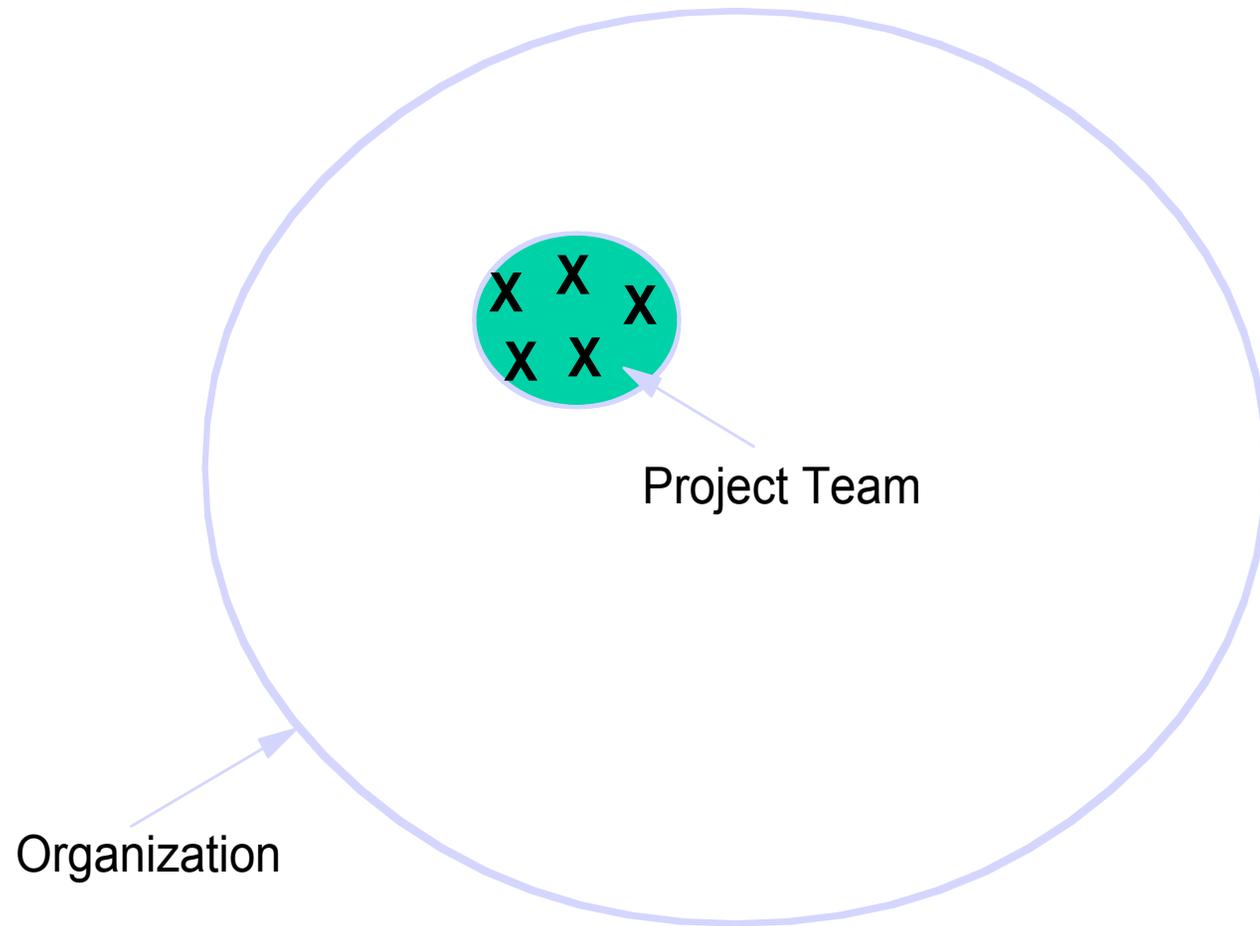
Knowledge Management

- **Gaining Knowledge**
 - Technology Transfer
 - Between Organizations
 - Within Organizations
 - Gatekeepers
- **Disseminating Knowledge**
 - Technical Communication
 - Organization Structure
 - Physical Structure of Facilities

What do we know about technology transfer?

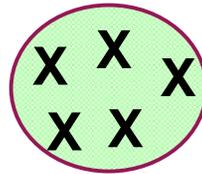
- It is a 'people process'.
- Transferring documentation is, at best, an auxiliary process.
- People must be in direct contact and understand each other to transfer knowledge.
- The best 'package' for knowledge is the human mind.
- Moving people is the most effective way to move knowledge
- This can imply either organizational or geographical movement.
- Organizational boundaries impose a serious barrier to the transfer of technology
- This is due to the development of different organizational cultures.

The Context of the Study



Sources of Technology

Outside
Experts

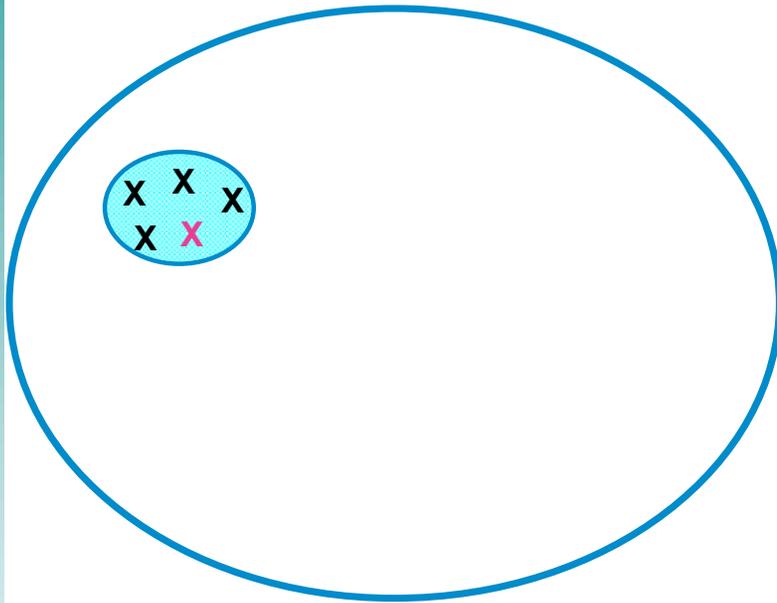


Internal
Staff

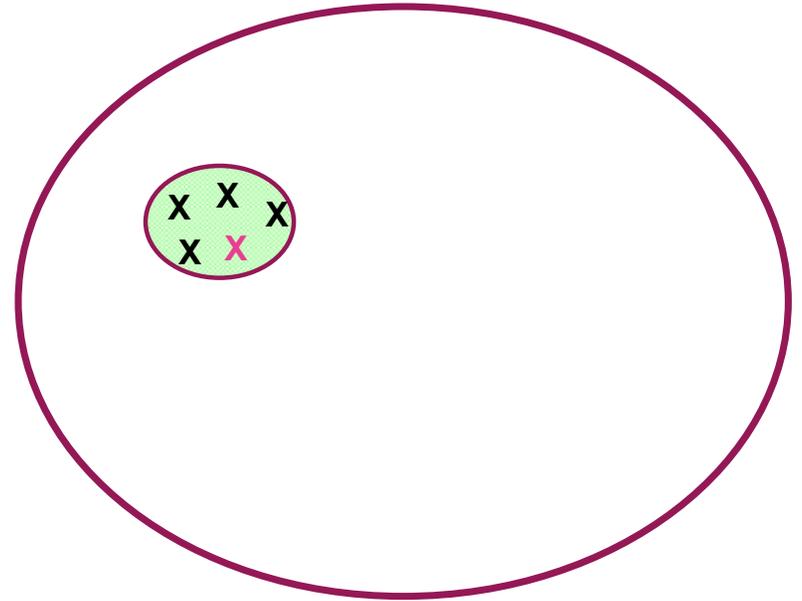


Literature

'Twin' Projects

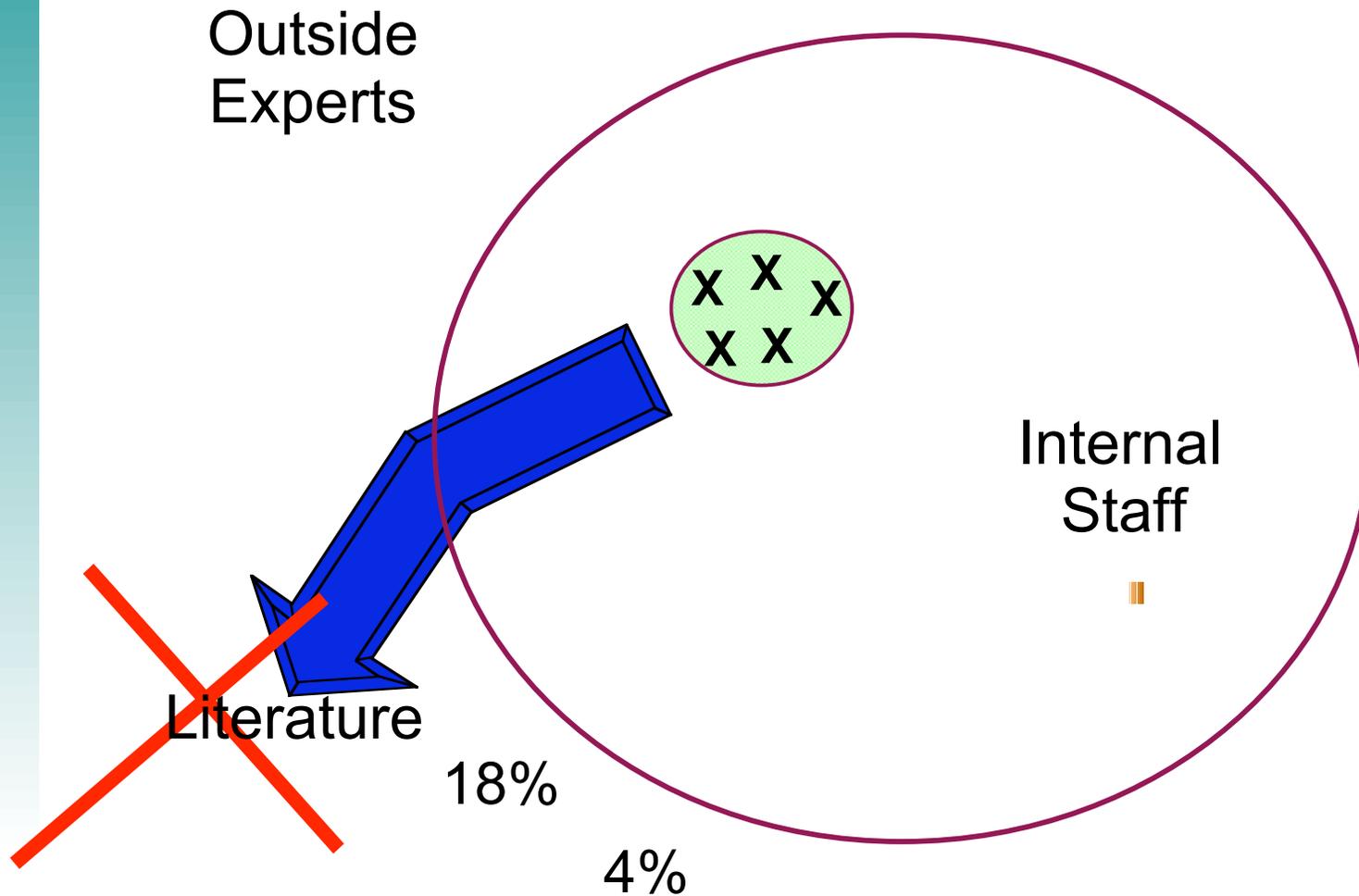


Company 'A'

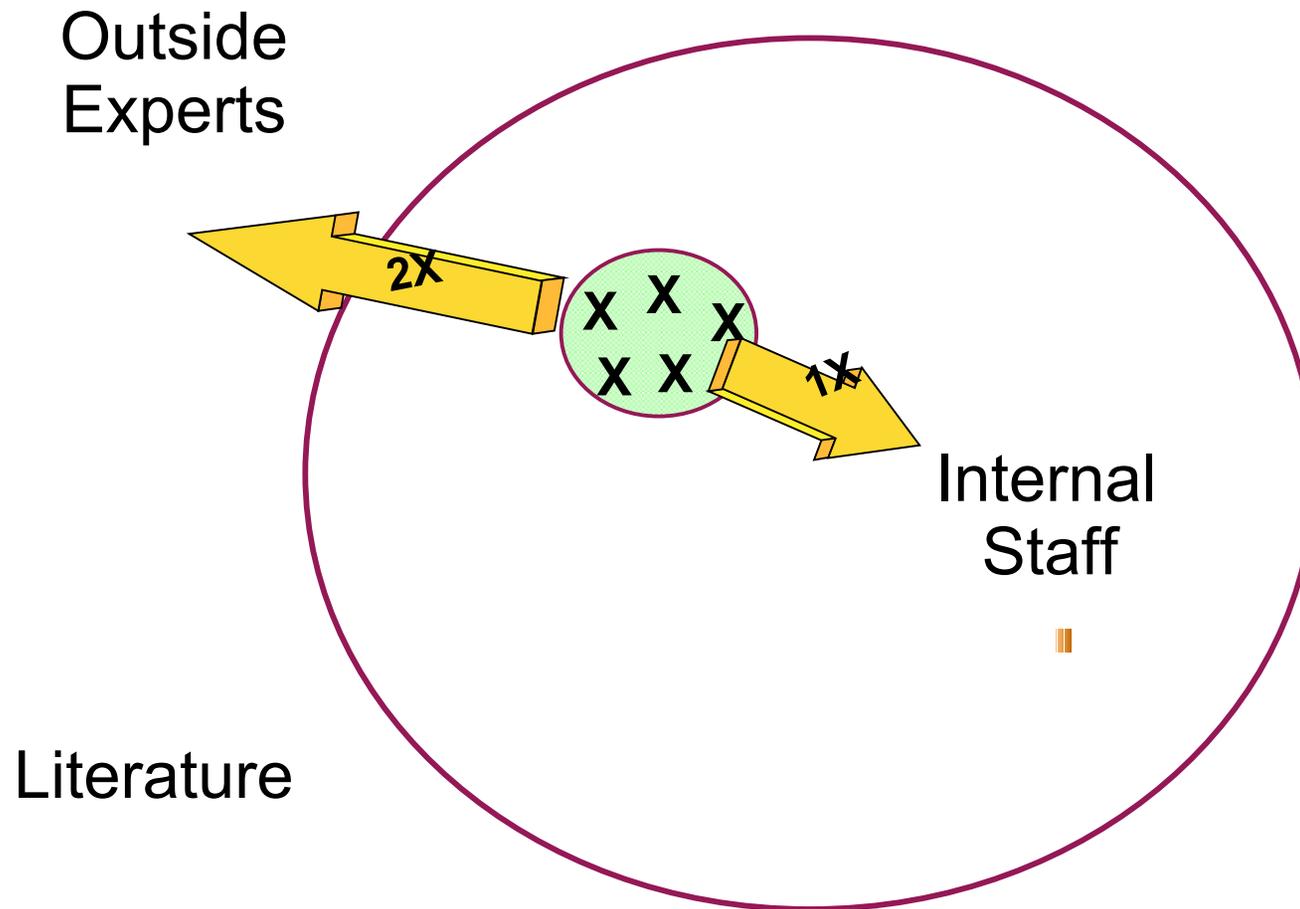


Company 'B'

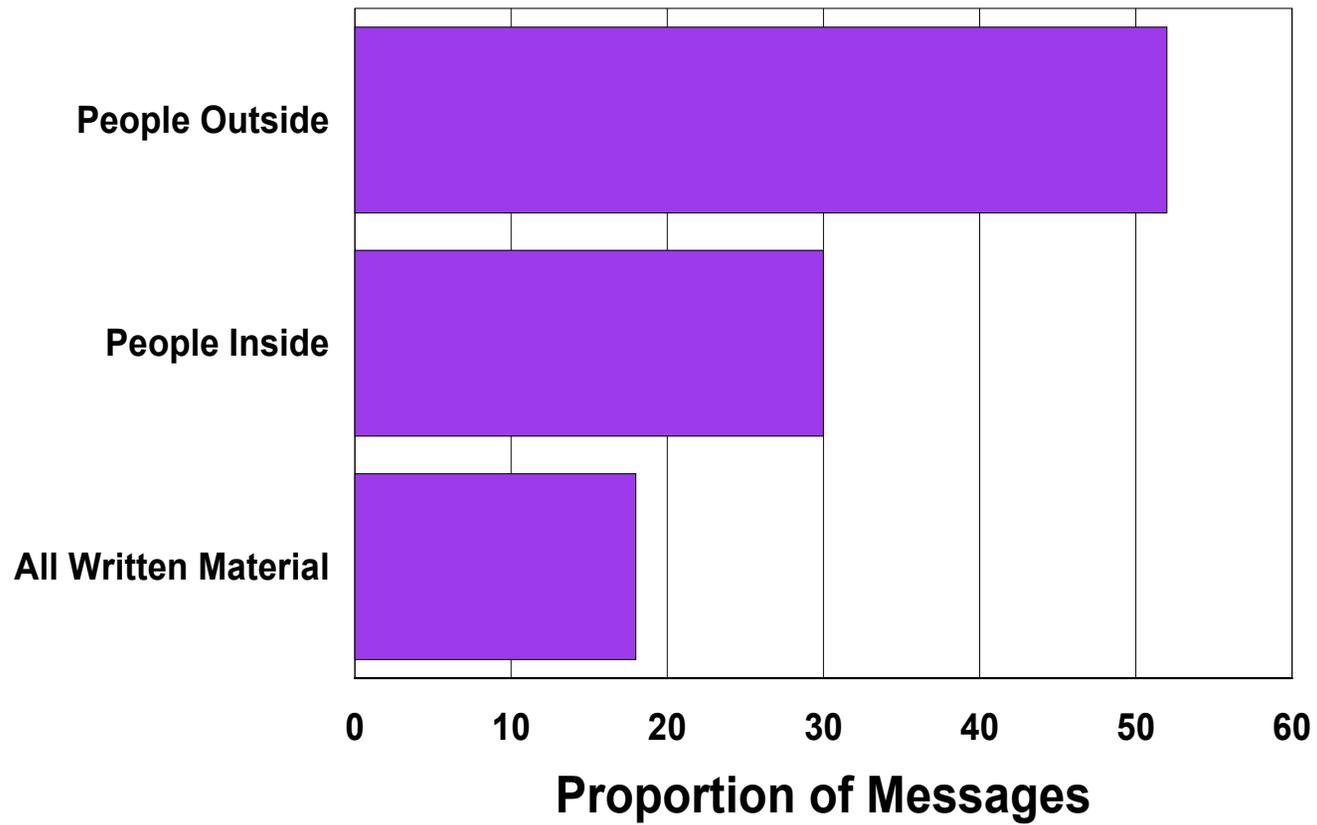
Literature & Documentation



People as Sources of Technology



Technology Sources for Product Development Projects



References

Allen, Thomas J., 1984. *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R and D Organization*, MIT Press, Cambridge, MA.