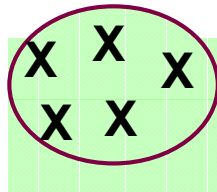# Reference Material

Allen, Thomas J., 1977. *Managing the Flow of Technology: Technology Transfer and the Dissemination of Technological Information within the R and D Organization*, MIT Press, Cambridge, MA.
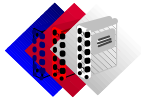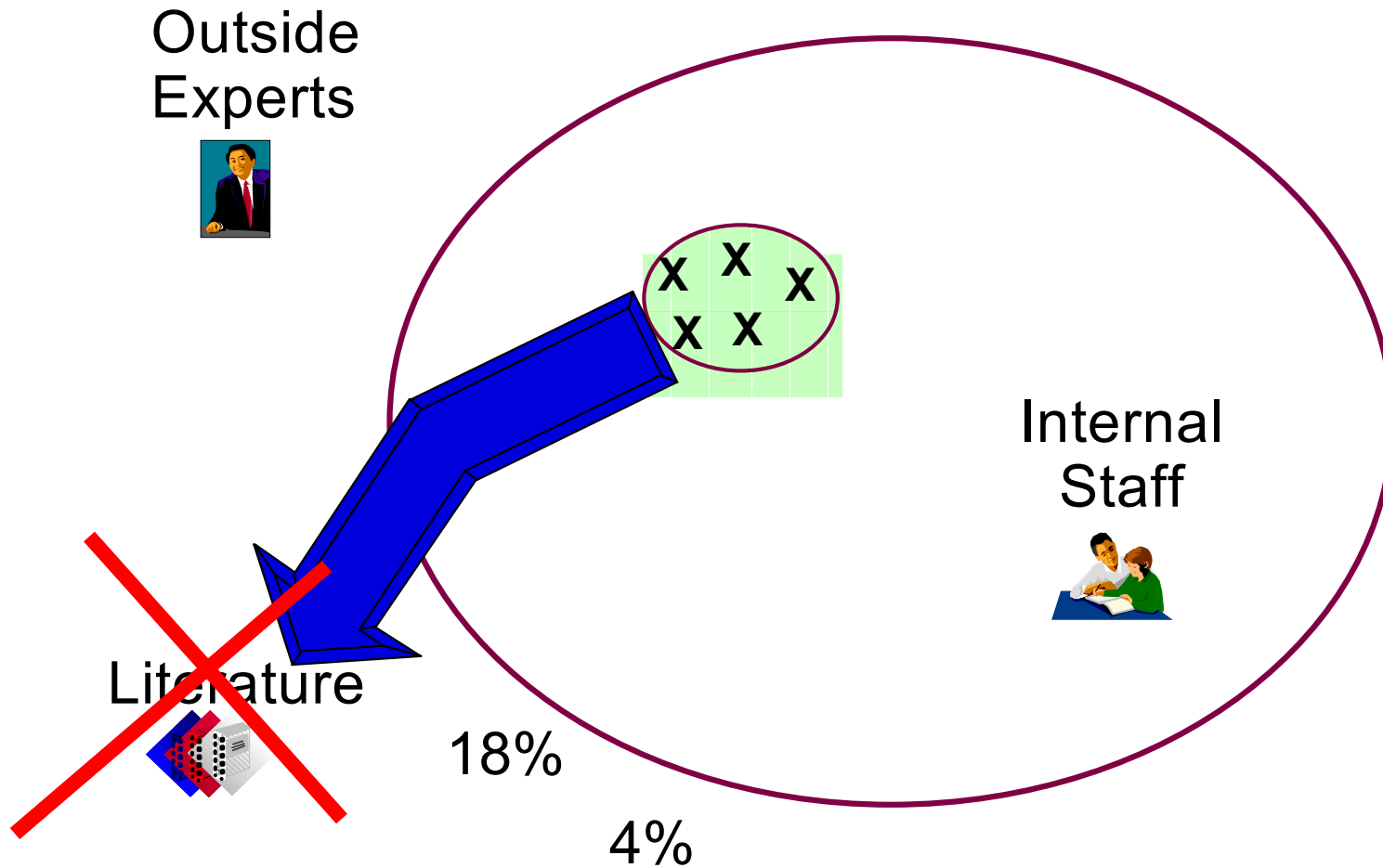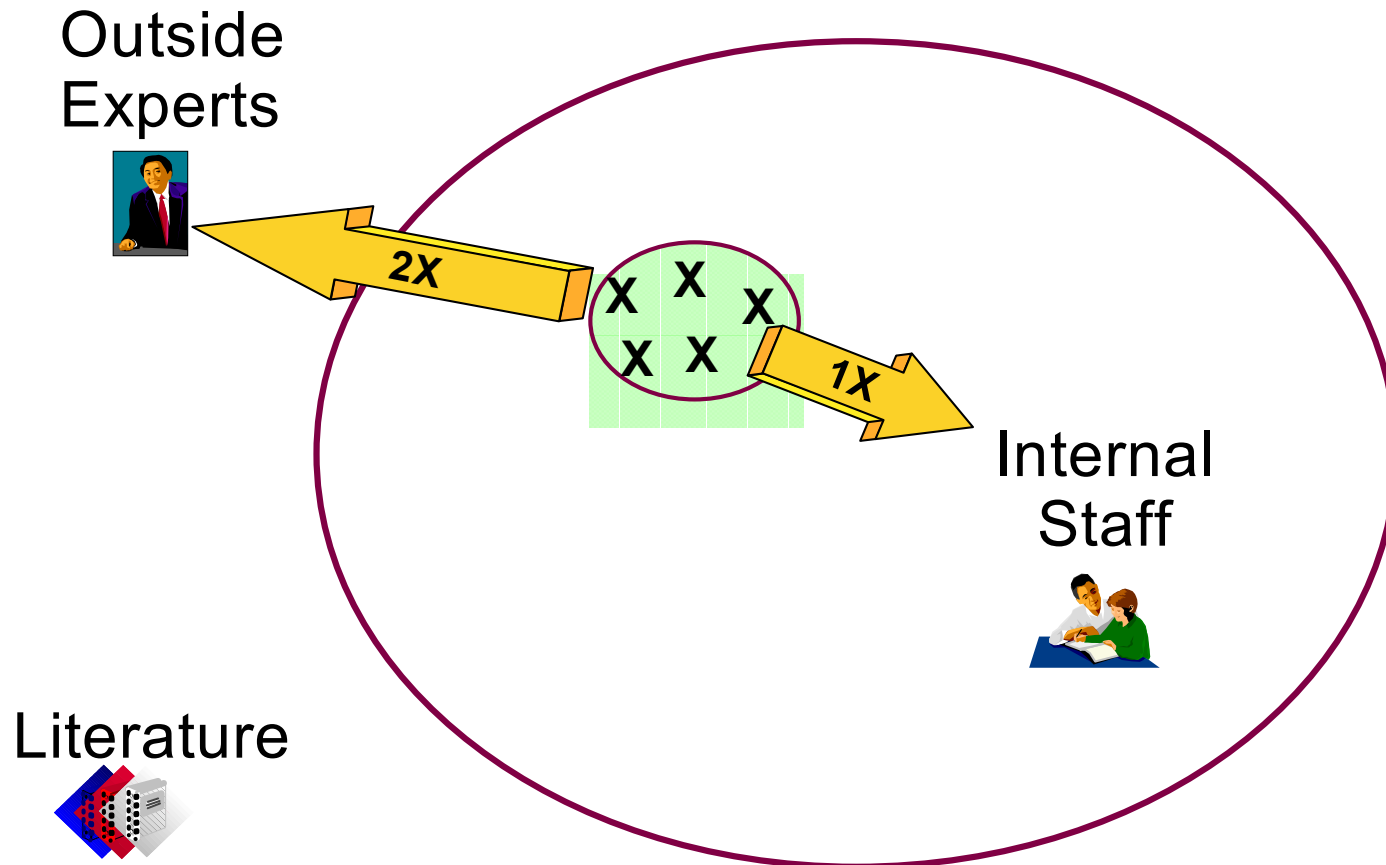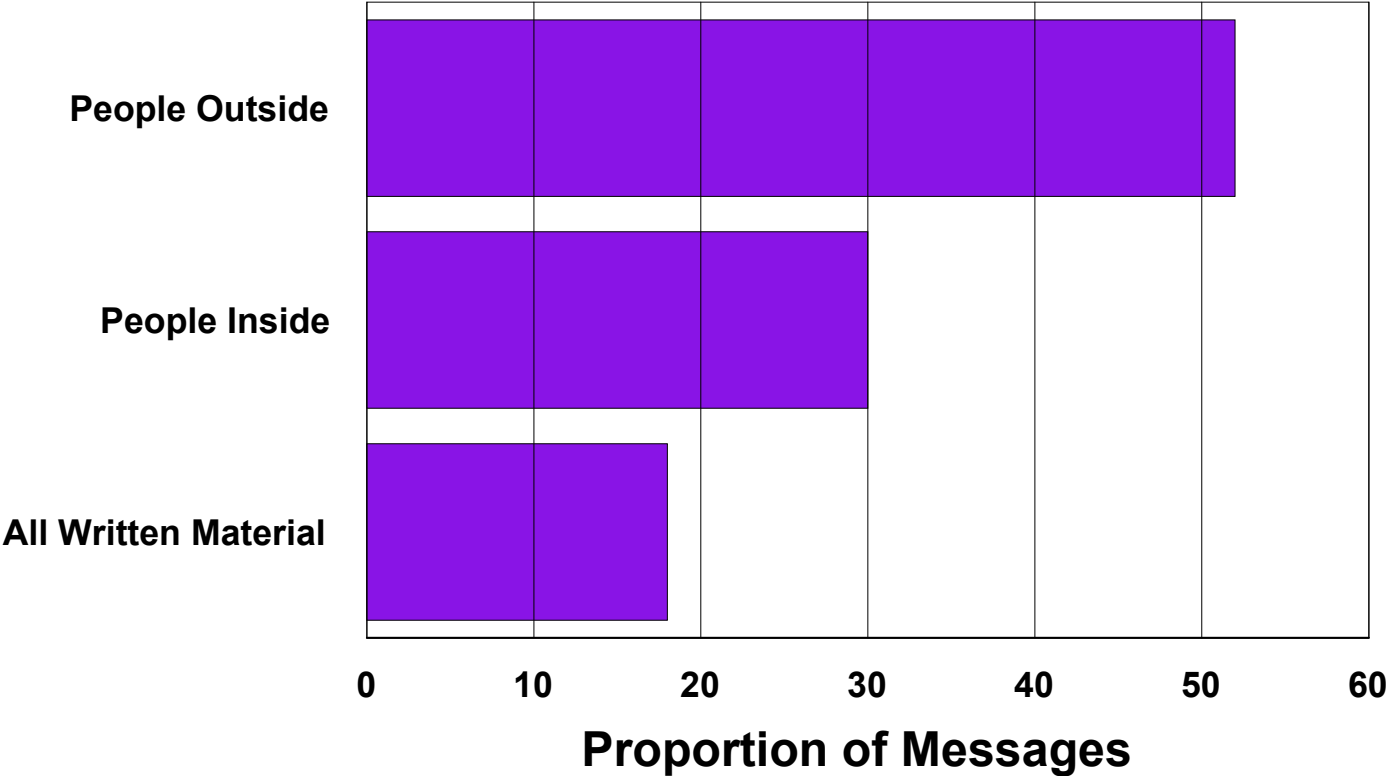
Sources of Technology

Outside
Experts

Literature

Internal
Staff

Literature & Documentation

Outside
Experts

X   X   X
X   X

Internal
Staff

Literature

18%

4%

People as Sources of Technology

Outside
Experts

2X

X X X
X X

1X

Internal
Staff

Literature

Technology Sources for Product Development Projects

People as Sources of Technology
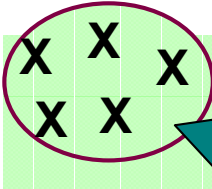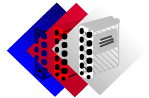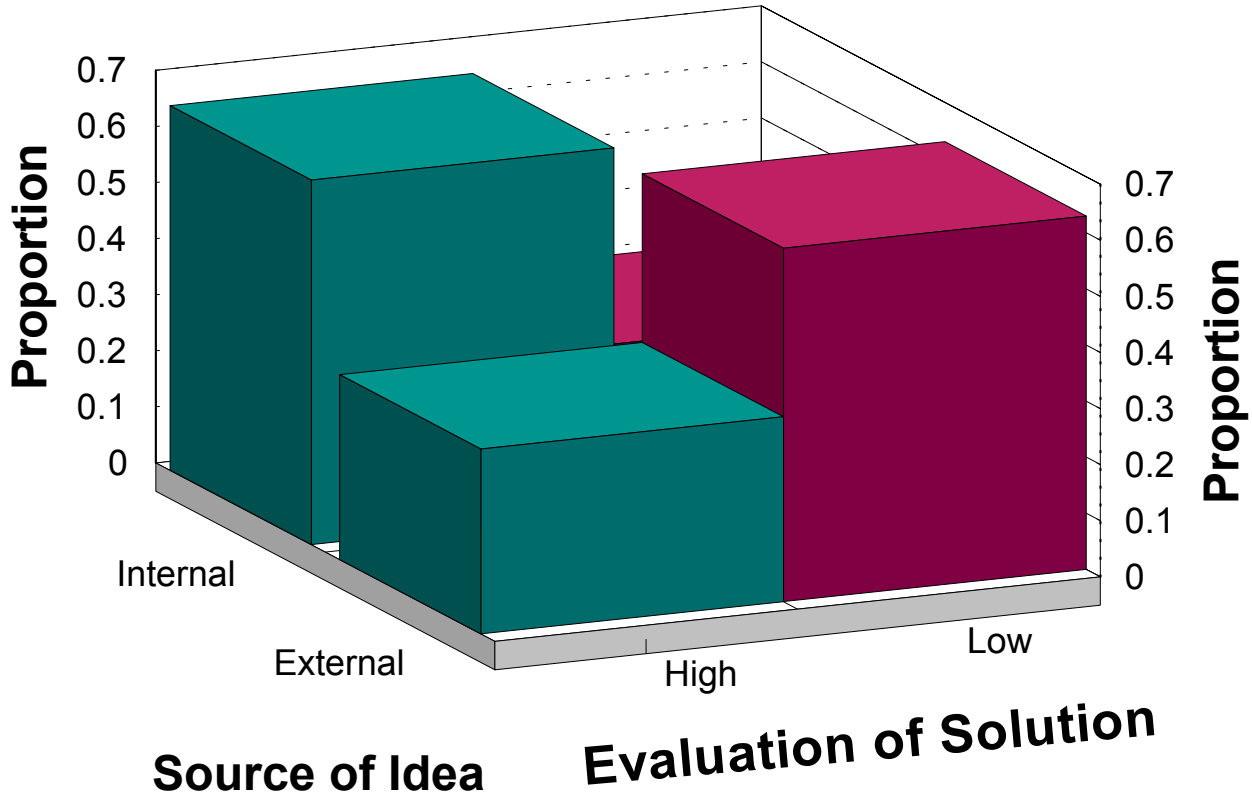
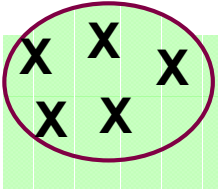# Customer Evaluation of Solutions as a Function of Idea Source

'Boundary Impedance' of the Organization

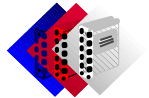Outside Experts

Negative

Internal Staff

Literature

Science and Technology

- Science is Universal.

- Technology is *Local*.

Technology

- Technology is defined in terms of:
- The Business Goals
- The Marketing Strategy
- and most importantly,
- The Culture
- of the organization in which it is developed.
- Technical problems are thus defined in terms of that culture and its system of values.

The Local Nature of Technology

- This implies that:
- Anyone outside of the organization cannot fully understand the way that those within the organization define technical problems without understanding the organization's culture.
- This difficulty in understanding the problem is the principal barrier to technology fransfer.
- Barriers of this sort arise any time that we try to transfer knowledge across organizational boundaries.
- It thus holds true for internal communication as well as communication with other organizations.
- It is one of the causes of poor interfunctional relations in organizations.