

# 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.

# Knowledge Management



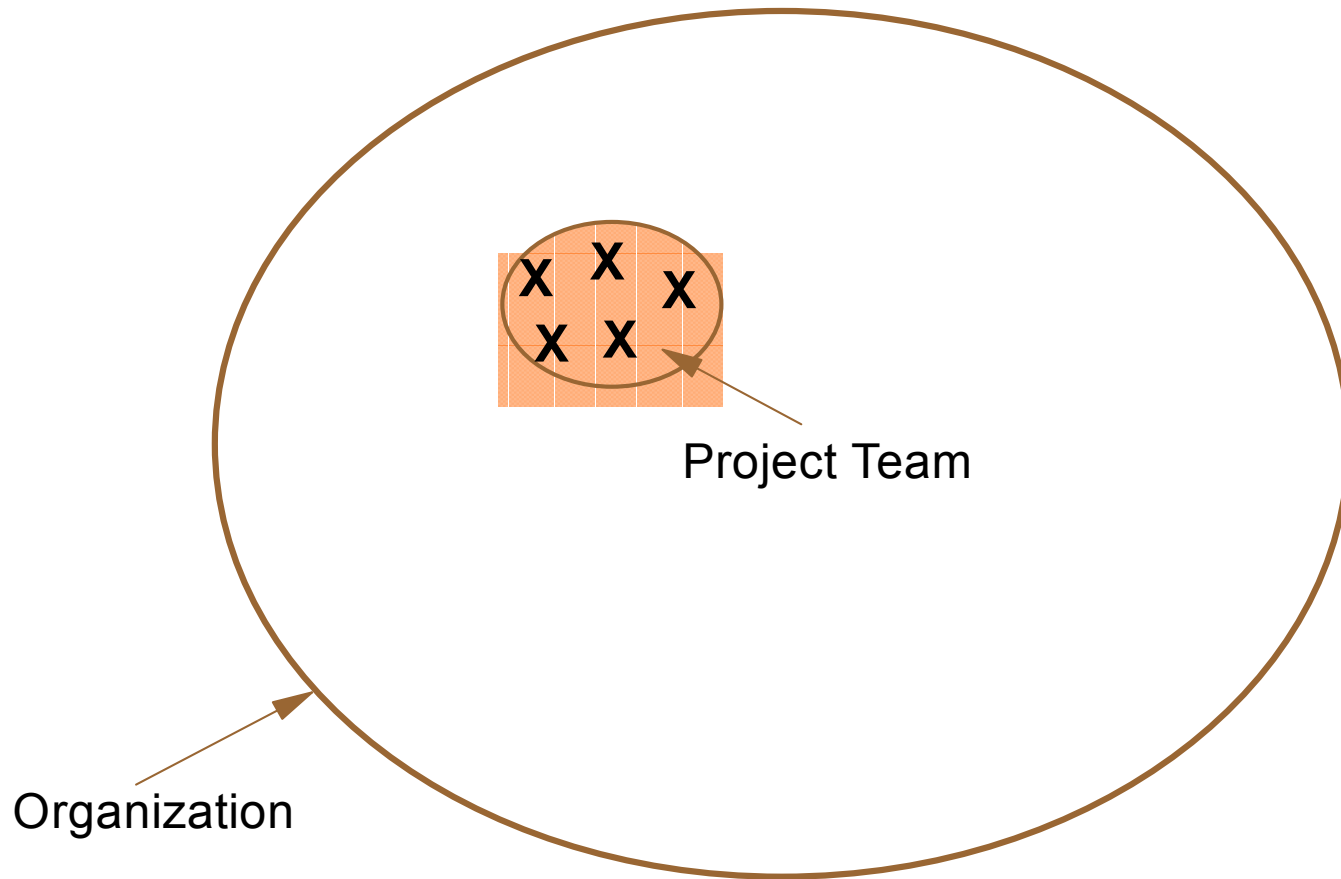
- Gaining Knowledge
  - Technology Transfer
    - | Between Organizations
    - | Within Organizations
  - Gatekeepers
- Disseminating Knowledge
  - Technical Communication
    - | Organization Structure
    - | Physical Structure of Facilities

## What do we know about technology transfer?



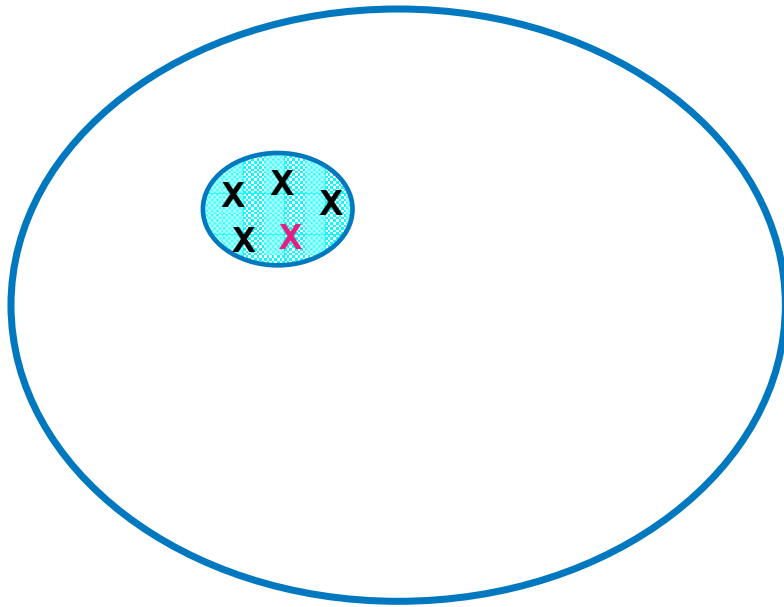
- It is a 'people process'.
- Transferring documentation is, at best, an auxiliary process.
- People must be in direct contact and understand each other to transfer knowledge.
- The best 'package' for knowledge is the human mind.
- Moving people is the most effective way to move knowledge
- This can 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

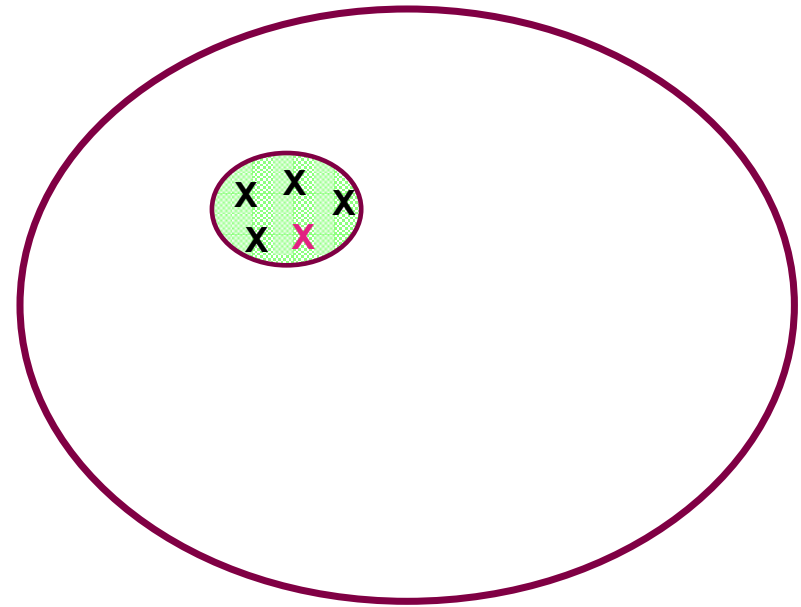


# 'Twin' Projects

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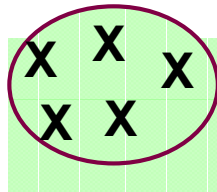
Company 'A'



Company 'B'

# Sources of Technology

Outside Experts



Internal Staff



Literature

