

Practical Issues of Technology Transfer in High-Tech Industrial Organizations

By Avan R. Jassawalla and Hemant C. Sashittal

Technology transfer, or the process by which ideas are translated into new products, requires high levels of cooperation among a diverse set of participants from R&D, production, marketing, and other functional groups. The human and organizational dimensions of technology transfer represent significant challenges to managers responsible for developing new products.

For most industrial organizations, rapid, successful introduction of new products based on cutting-edge technology, faster and cheaper than competitors, is more of a dream than a reality. The secrets of new product success, at least in part, lie in effective transfer of technology. Managing the process is inordinately challenging because it concerns complex human interactions and the interdependencies among its participants. Effective high-tech companies demonstrate a distinctive competence in integrating diverse organizational skills, and in harnessing the creativity and synergies that result from their interactions. On the other hand, poorly understood human and interpersonal issues—ineffective interfunctional communication and the lack of cooperation (commonly observed problems in modern organizations)—get in the way of effective transfer of technology.

To gain insights into some of the complex human interaction issues of technology transfer, we studied 10 high-technology based industrial organizations. All participating companies employed a proportionately large number of engineers and technically qualified individuals, had distinct R&D departments that required considerable capital outlays, faced a high degree of product obsolescence, and relied on new products based on new technology to remain competitive. The sample included manufacturers of radar systems, emissions control equip-

ment, electric and electronic components, medical diagnostic instruments, automobile transmission systems and components, electrical construction materials, jet engine cables and harnesses, single package cooling units, locomotive brake systems, and high-technology specialty metals.

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To gain multiple perspectives and diverse viewpoints, we conducted in-depth interviews with at least one manager directly involved in the technology transfer process from the R&D, production, and marketing functions from each company. We asked them to describe their relevant related activities, experiences, and interactions with others. Several cross-functional project team leaders (n=5) involved in technology transfer processes also were included in the study. The majority of the 40 managers we interviewed had spent 10 years or more in the industry (90 percent), and most had spent 10 years or more in their present company (70 percent).

Key learning

All participants recount the interpersonal rather than the technological dimensions

of technology transfer to be their most significant challenge. Similarly, managers from production and marketing groups report growing levels of involvement in converting new technologies into new products. Reciprocal interdependence among participants, cross-functional cooperation, and leadership are three of the key issues challenging survey participants.

Fostering Reciprocal Interdependence—Most of the managers we surveyed note that effective technology transfer is characterized by high levels of reciprocal interdependence between R&D, production, marketing, and other participants in the process. Reciprocal interdependence refers to a condition where participating functional groups are engaged in continuous exchange of inputs and outputs, hold equitable influence over technology transfer-related decision making, contribute equitably to tasks related to technology transfer, and feel equally dependent on each other for ensuring successful technology transfer outcomes. Explaining why feelings of interdependence are important, and why they characterize effective transfer of technology, managers note that the process is too complex to unfold smoothly without a high degree of shared enthusiasm and commitment from all participants. On the other hand, low levels of interdependence among participants are characterized by struggles for power and resources, which leads to distinctive agendas, turf-protection behavior, finger pointing, the domination of one functional group in technology transfer related decision making; and indifference and isolation of other functional groups, which results in a lack of concern for technology related outcomes. Both characteristics are associated with ineffective, sluggish technology transfer processes. Higher levels of cross-functional interactions and synergies, which are common features of effective

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Control Education And Technology Transfer Issues

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Control Education And Technology Transfer Issues:

Control Education and Technology Transfer Issues M.A. Busetti de Paula, S.E. Gouvêa da Costa, 1996-06-14 The IFAC Workshop on Control Education and Technology Transfer Issues was held in Brazil in 1995 and gave academic and industrial researchers from all over the world the opportunity to discuss their experiences and research results in this field This postprint volume from the workshop contains all the 28 papers presented and aims to give an impression of the views of researchers engineers equipment manufacturers and users of technology Workshop on control education and technology transfer issues ,1995 **The Law of Higher Education, 2 Volume Set** William A. Kaplin, Barbara A. Lee, 2013-07-25 Make sure you have a copy on your bookshelf The Law of Higher Education Fifth Edition is the most up to date and comprehensive reference research source and practical legal guide for college and university administrators campus attorneys legal counsel and institutional researchers addressing all the major legal issues and regulatory developments in higher education In the increasingly litigious environment of higher education William A Kaplin and Barbara A Lee s clear cogent and contextualized legal guide proves more and more indispensable every year Over 3 000 new cases related to higher education have been decided since the publication of the previous edition and scores of changes to higher education law are made each year Every section of the fifth edition contains new material including those related to Hate speech and free speech rights of faculty in public universities Sharing of research with international colleagues Intellectual property and peer to peer file sharing Student suicide Campus safety Police and administrators right to search students residence hall rooms Governmental support for religious institutions and religious autonomy rights of individual public institutions Collective bargaining and antidiscrimination laws Nondiscrimination and affirmative action in employment admissions and financial aid Family and Medical Leave Act and workers compensation FERPA Family Educational Rights and Privacy Act Mathematical and Control Applications in Agriculture and Horticulture Axel Munack, H.-J. Tantau, 1997 A wide ranging programme was planned covering the principal areas where mathematical models or control engineering can have a major impact on agricultural and horticultural processes and their management Emphasis was placed on applications of models and control in agriculture Focal areas for the meeting included models and control of post harvest processing and grading climate control in plant production and animal houses mathematical models relating to the environmental impacts of agriculture sensing and control methodologies appropriate to agricultural systems information technology impact of uncertainty and forecasting in models demonstration of novel developments in software for agriculture and horticulture and practical implementations of models and control The meeting was structured to maintain maximum interaction between participants in the focal areas of the programme and to permit presentations across a wide range from control methodologies to practical implementation of models *Control in Natural Disasters* Akira Sano, Rokuya Ishii, 1999 Paperback The severe damage and loss caused by the earthquake in the Kobe area of Japan in 1995 highlighted the necessity of having action plans prepared beforehand The aim

of this workshop was to exchange ideas on the contribution of control science and technology to life support systems in disasters and large scale catastrophes such as earthquakes focusing not only on technological but also on social and human aspects and to find new disciplines in the field of control This is the first time that IFAC have sponsored a workshop on this theme

Automation in the Steel Industry: Current Practice and Future Developments Wook Hyun Kwon, S. Won, 1998-04-24

The IFAC International Workshop on Automation in the Steel Industry Current Practice and Future Development ASI 97 was held in Kyongju Korea from 16th to 18th July 1997 with the Steel Processing Automation Research Center SPARC serving as the official host The objective of the workshop was to bring together engineers and scientists with expertise in applying modern control theories and techniques to industrial problems particularly those involved in the steel industry These proceedings present papers covering various processes in the steel industry such as cold rolling hot stripping continuous casting sintering tube making and welding New technologies with a strong potential for application to the steel industry such as fuzzy control AI techniques neural networks robust control predictive control and instrumentation and measurement are also covered

Nonlinear Control Systems Design, 1998, 1998

Low Cost Automation 1995 (LCA '95) Jonas Paiuk, J. P. Weisz, 1996 Paperback These proceedings contain the papers presented at the 4th IFAC Symposium on Low Cost Automation LCA 95 held in Buenos Aires Argentina on 13 15 September 1995 The objective of the Symposium was to bring together end users and control systems specialists in order to evaluate the possibilities of techniques design procedures components instruments sensors and networked systems for Low Cost Automation projects with various fields of manufacturing The Symposium focused on achieving improvements in productivity reliability quality and ease of application Special interest was given to applications in small and medium sized enterprises

Algorithms and Architectures for Real-Time Control 1998 D.F. Garcia Nocetti, 1998-09-10

The 5th IFAC Workshop on Algorithms and Architectures for Real Time Control AARTC 98 was organized under the auspices of the IFAC Technical Committee This Committee is concerned with the use of emerging software and hardware developments in real time control The AARTC 98 Technical Programme consisted of seventeen sessions covering major areas of software hardware and applications for real time control namely robotics modeling and control software design tools and methodologies industrial process control and manufacturing systems parallel and distributed systems non linear control systems neural networks parallel and distributed algorithms for real time signal processing and control transport applications algorithms fault tolerant systems and fuzzy control The contributions were selected from a large number of high quality full draft papers and late breaking paper contributions presenting very recent research work

Economic Restructuring, Technology Transfer and Human Resource Development B R Virmani, Kala Rao, 1999-12 This is a completely revised edition of a unique and successful book which integrates the inter related issues of economic development transfer of technology and the preparedness of countries and enterprises to receive and assimilate new technologies Based on a first hand study the authors provide a comprehensive and comparative analysis of Singapore

Malaysia Thailand and India and discuss the respective experiences of these four economies with structural adjustment and financial reforms In this new edition the authors take into account the 1997 98 Asian financial crisis and outline the possible steps that can be taken to prevent such occurrences in the future They advocate some additional measures to encourage technological growth and development while providing the most recent statistics This book will be an indispensable resource for policy makers planners HRD managers CEOs and all those involved with technology transfer as also for students of economics business management and human resource development

Linear Time Delay Systems 1998 J.-M. Dion, Luc Dugard, Michel Fliess, 1999-01-20 There exists today an increasing interest in the study of time delay systems because delayed systems are encountered frequently in practice and time delays are often a source of instability The first workshop in this rapidly growing field of time delay systems was organized by the Laboratoire d'Automatique de Grenoble France and sponsored by the IFAC Technical Committee on Linear Systems The 50 participants had the possibility to attend 4 plenary sessions and 2 invited sessions as well as 30 contributed papers selected from 40 submitted papers coming from 17 countries The technical papers arranged in 11 sessions covered the field of linear time delay systems including algebraic and structural properties stability analysis stabilization H_{inf} control robust stabilization and some applications

Distributed Computer Control Systems 1998 (DCCS '98) International Federation of Automatic Control, 1999 Computer control systems are increasingly required to be highly dependable and to have deterministic timing properties Distributed architectures have the potential to meet this challenge The advantages of distributed computer control systems include the possibility of composing large systems out of pre tested components with small integration effort their well defined fault containment properties and their capacity to make effective use of mass produced silicon chips The IFAC Workshop series on Distributed Computer Control Systems DCCS highlights and traces the growth of key concepts in this field at their various stages of development Theoretical and practice oriented viewpoints receive equal emphasis and there is a creative blending of the disciplines of computer science and control engineering The 1998 DCCS Workshop was notable for the attention given to true real time communication networks and protocols The complexity of the trade off between services dependability mechanisms and system level properties was highlighted and rigorous modelling and analysis methodologies were discussed Event triggered and time triggered protocols were contrasted Models for analysing and predicting response times in distributed systems and for predicting the effect of response time jitter on the performance of feedback control loops were presented The application of formal methods to the specification and development of safety critical control software also received much attention Distributed object methodologies and object request brokers were also highlighted as being promising approaches for the programming of large scale heterogeneous distributed systems Applications reported included control systems for traffic lights jet engines automobiles fully automatic trains and flexible manufacturing systems

Distance Education Issues and Challenges Arelene V. Morales, 2007 Distance education or distance learning is a field of education that focuses on the

pedagogy andragogy technology and instructional systems design that are effectively incorporated in delivering education to students who are not physically on site to receive their education Instead teachers and students may communicate asynchronously at times of their own choosing by exchanging printed or electronic media or through technology that allows them to communicate in real time synchronously Distance education courses that require a physical on site presence for any reason including the taking of examinations is considered to be a hybrid or blended course or program Distance education is a growth field with the development and spread of the internet This book presents important research in the field

Intelligent Assembly and Disassembly Peter Kopacek, Dragica Noe, 1998 Paperback Rapid development observed in modern production is firmly connected with the development of new assembly and disassembly systems In small batch production where fast changes of products and short development times of new products are demanded development of reliable fast adaptable and self teaching assembly systems can be observed Important fields of product development such as product design development of planning systems simulation and modelling logistics mechatronics and sensors development of new assembly system components as well as collecting and processing of knowledge are essential for the development of new intelligent assembly systems IAS The aim of this colloquium specialised on IAD is to highlight this topic show the actual results of the research and development work set the direction of future development and analyse the possibilities of introducing of IAD into the production process Papers presented at the w *Intelligent Autonomous Vehicles 1998 (IAV'98)* Miguel Á. Salichs, Arne Halme, 1998 These proceedings contain papers presented at the 3rd IFAC Symposium on Intelligent Autonomous Vehicles held in Madrid Spain The aim of the symposium was to present and discuss research and development on advanced applications in the field of land based marine and aerospace intelligent autonomous vehicles The papers describe not only new methods and technologies on solving classic problems related with intelligent autonomous vehicles but also new approaches to their design such as new architectures topological navigation and self learning systems

Transportation Systems 1997 (TS '97) Markos Papageorgiou, A. D. Pouliezios, 1997 **Artificial Intelligence in Real-time Control 1997 (AIRTC'97)** Herbert E. Rauch, 1998 Paperback The Symposium on Artificial Intelligence in Real Time Control 97 AIRTC 97 was the seventh in the series of symposia and workshops under the sponsorship of the International Federation of Automatic Control's IFAC Coordinating Committee in Computer Control and of the Technical Committee on Artificial Intelligence in Real Time Control Artificial Intelligence methods including expert systems artificial neural networks fuzzy systems and genetic algorithms are penetrating almost every field of engineering These methods have shown their possible application in control monitoring and supervising tasks which are difficult or impossible to solve when using conventional techniques We have now come to a stage where there is a need to discuss and present these methods in a broader framework not only showing their concepts and available algorithms but also their relative benefits advantages and disadvantages This was the purpose of th Resources in Education , 1999-10 *EPA-430/1* , 1979-05 **Intelligent**

Autonomous Vehicles ,1995

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