

Public defence Ph.D. in Applied Economics by Anna Zoirou

The public defence of the Ph.D. in Applied Economics for Anna Zoirou will take place on Monday June 3rd 2013 at 4pm in the Promotion room, building D, 2nd floor, room D2.01, VUB-Campus Etterbeek, Pleinlaan 2, 1050 Brussel.

The Ph.D thesis is called "Information and Communications Technology Knowledge Transfer in Complex Organisations: The Case of a Multi-Unit Greek Company." (Promoter: Prof. dr. Alain Verbeke)

Please confirm your attendance by Wednesday May 29th 2013 to [Tom Matthijs](#)

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Abstract:

This thesis applies theoretical considerations related to the concepts of absorptive capacity, procedural justice, motivation, formalisation and informal relationships to analyse the intra-firm transfer of a pre-specified knowledge management system (KMS). This KMS system is situated in the information and communications technology (ICT) sphere and the effectiveness of the system's transfer and adoption is tested. This thesis consists of a theoretical conceptualisation of the managerial challenge at hand, and two empirical analyses - quantitative and qualitative.

For the quantitative analysis, data were collected using a questionnaire survey that was completed by the key informants of a large business firm, more specifically the branch managers of a Greek banking institution. The questionnaire requested information on a pre-specified KMS innovation transfer, namely an operational customer relationship management (CRM) tool. The study found that the presence of procedural justice, absorptive capacity, and informal relationships had a significant impact on the effectiveness of ICT knowledge transfer and adoption. The empirical results are strongly supportive of Kim and Mauborgne's (1991, 1996, 1998) work on procedural justice and Szulanski's (1996) work on absorptive capacity. However, motivation and formalisation were not found to be associated with more effective transfer and adoption.

The qualitative study employs an interview-based method. The rich descriptions from key interviews with branch managers, following the quantitative study, were analysed to understand better the context of the mandated innovative ICT knowledge transfer. Here, the focus is on how the ICT knowledge was diffused. The information gathered from interviews with branch managers provides insight into the managers' perceptions on how the factors - independent variables influence the intra-firm technology transfer. A taxonomy was created based on the interview responses. Three 'generic views' were voiced by the branch managers, related to which parameter mattered most in their mind. These three parameters are motivation, absorptive capacity and procedural justice respectively - each perceived as the most critical success factor by specific managers in the context of KMS transfer processes. The taxonomy suggested various managerial actions to be undertaken so as to overcome barriers to knowledge transfer.