

Week One – Case Study- KM

Mildred Sabillon

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Knowledge management and knowledge sharing have become ubiquitous topics in research on multinational corporations, or MNC's (Birkinshaw et al., 2010). A significant amount of work in this area, as Foss (2006) points out, examines the nature and extent of knowledge flows. This suggested by many MNC studies focusing on the measurement of comparative cross-unit knowledge sharing intensity (Ambos & Ambos, 2009, Holtbrugge & Berg, 2004, Mahnke et al., 2005, Monteiro et al., 2008, Noorderhaven and Harzing 2009, Zhao and Luo, 2005).

Identifying knowledge that is actually relevant to strategic decision-making (as opposed to merely day to day operations) poses a non-trivial challenge (Hong and Nguyen, 2009, Kasper et al., 2010). This inheres in the limited amount of time and mental capacity that organizational members have to process new information and knowledge (March & Simon, 1958). The increase of technology has exacerbated the problem. As new IT systems increase the volume of knowledge available to firm members, they engender bottlenecks of information overload and deepen attention deficits (Hansen and Haas, 2001, Simon, 1997).

Kasper et al., (2009) hypothesized that the greater quantity of knowledge sharing between business units and between HQ and subsidiaries would be in transnational MNC's with the lowest levels being in multidomestic MNC's.

From my understanding there is not a single best model of knowledge sharing within MNC's. The global MNC's had non-existent levels of knowledge sharing and in the transitional MNC's there were reasonable levels of knowledge sharing.

References

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