



University and Business Collaboration:

A Guide for Managing Communities of
Practice Through Mobile Technologies

Promoting University and Business Collaboration

- *Promotes industry ties*
- *Acts as a conduit for the transfer of tacit knowledge from University researchers*
- *Provides universities with current and industry specific trend states*
- *Fosters innovation on the foundation of solid competencies*

Problem Development

- How m-ICT affects the skills needed to collaborate and manage knowledge is under represented in research (Kakihara & Sørensen, 2002)
- Communities of practice have become synonymous with project management (Krishnan, Smith, Tang, & Telang, 2004).
- There is a skills gap between using technology and using technology productively and efficiently Al-Qirim, N.A. (2006)

Adoption Path Assumption

Phase 1

Adoption of Mobile technologies for business performance and personal communication

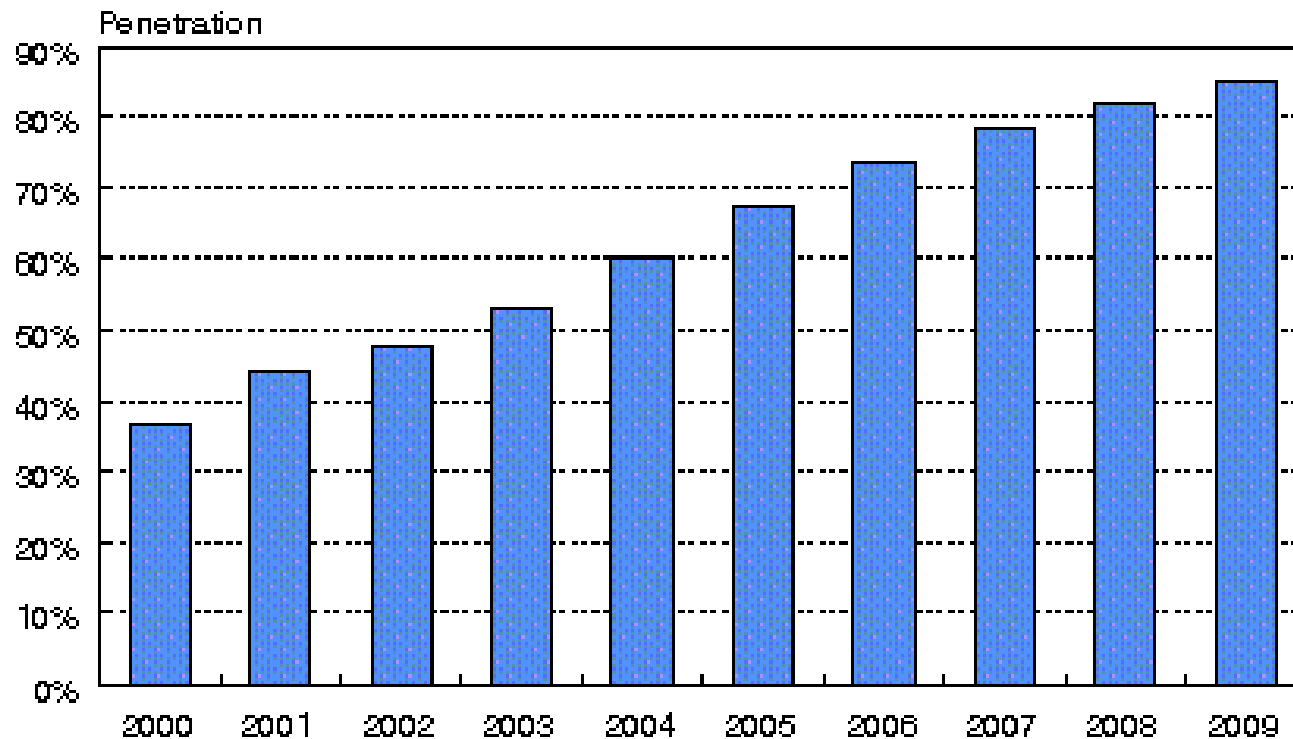
Phase 2

- Ubiquitous connectivity
- Global compatibility
- Flat screen technologies
- Improved data security
- Improved battery life

Phase 3

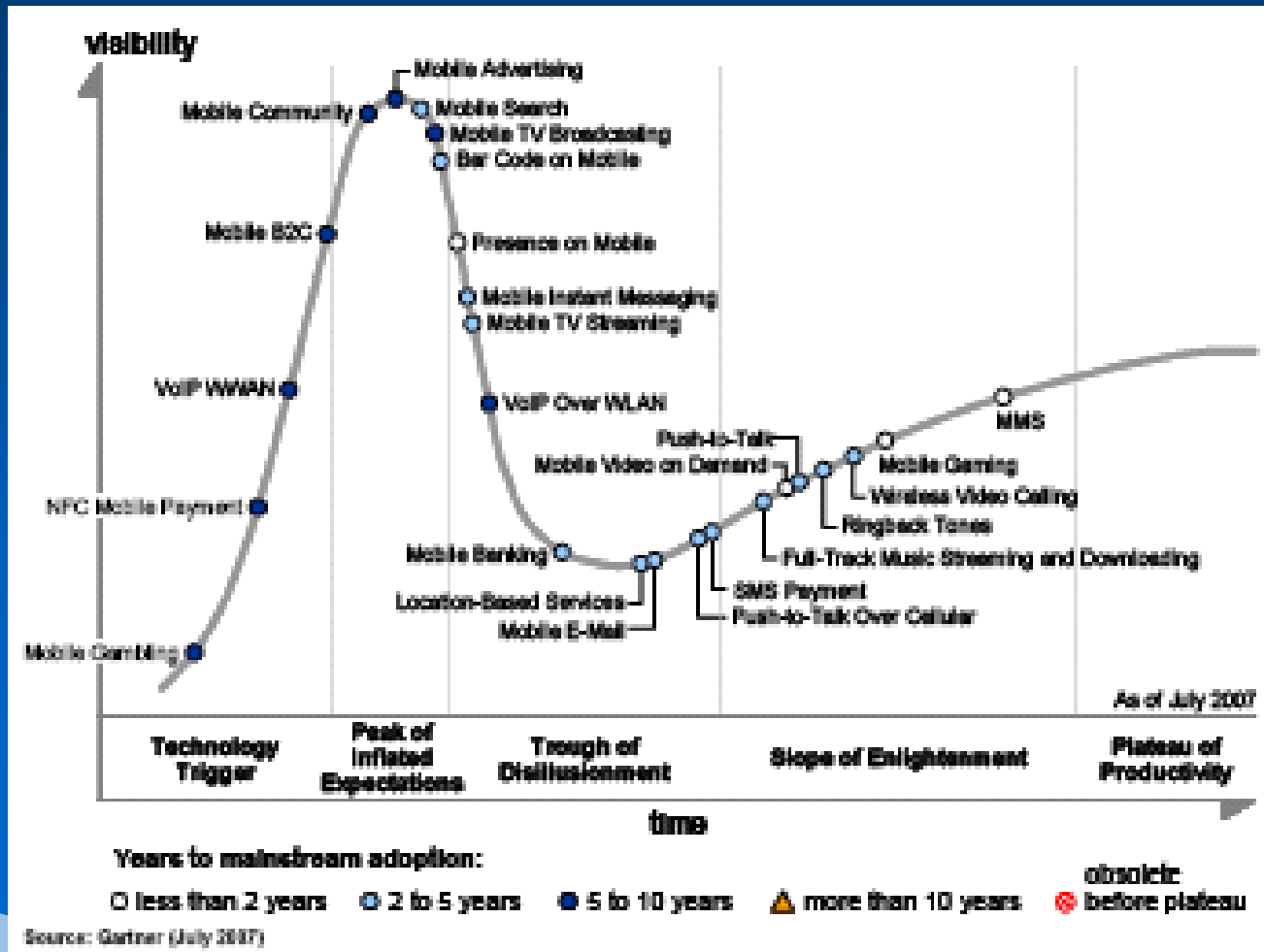
- Mobile social networks
- Collaborative project management
- Changed performance measures paradigm

Mobile Adoption: A Growing Concern



Source: Gartner Dataquest (June 2005)

Hype-Cycle for Mobile Applications and Services



Skill Developments Needed

- Ability to monitor and apply knowledge from several different sources at one time (Castells, 2001).
- Constant connectedness of 'netcentric' organizations forces the ordering of work processes into projects (Koch & Bendixen, 2005).
- Ability to manage social networks in order to access multiple content experts Koch & Bendixen (2005) .

Skills cont'd

- Ability to facilitate the formation of social groups around specific interests (Rheingold, 2002)
- Ability to manage [broker] a community of professionals to increase resource value and create a knowledge system (Kakihara & Sørensen, 2002).

Management Skills Needed for Effective CoPs

- Have clear objective for the community and manage scope drift
- Create knowledge resources
- Broker knowledge assets to promote spanning of group boundaries

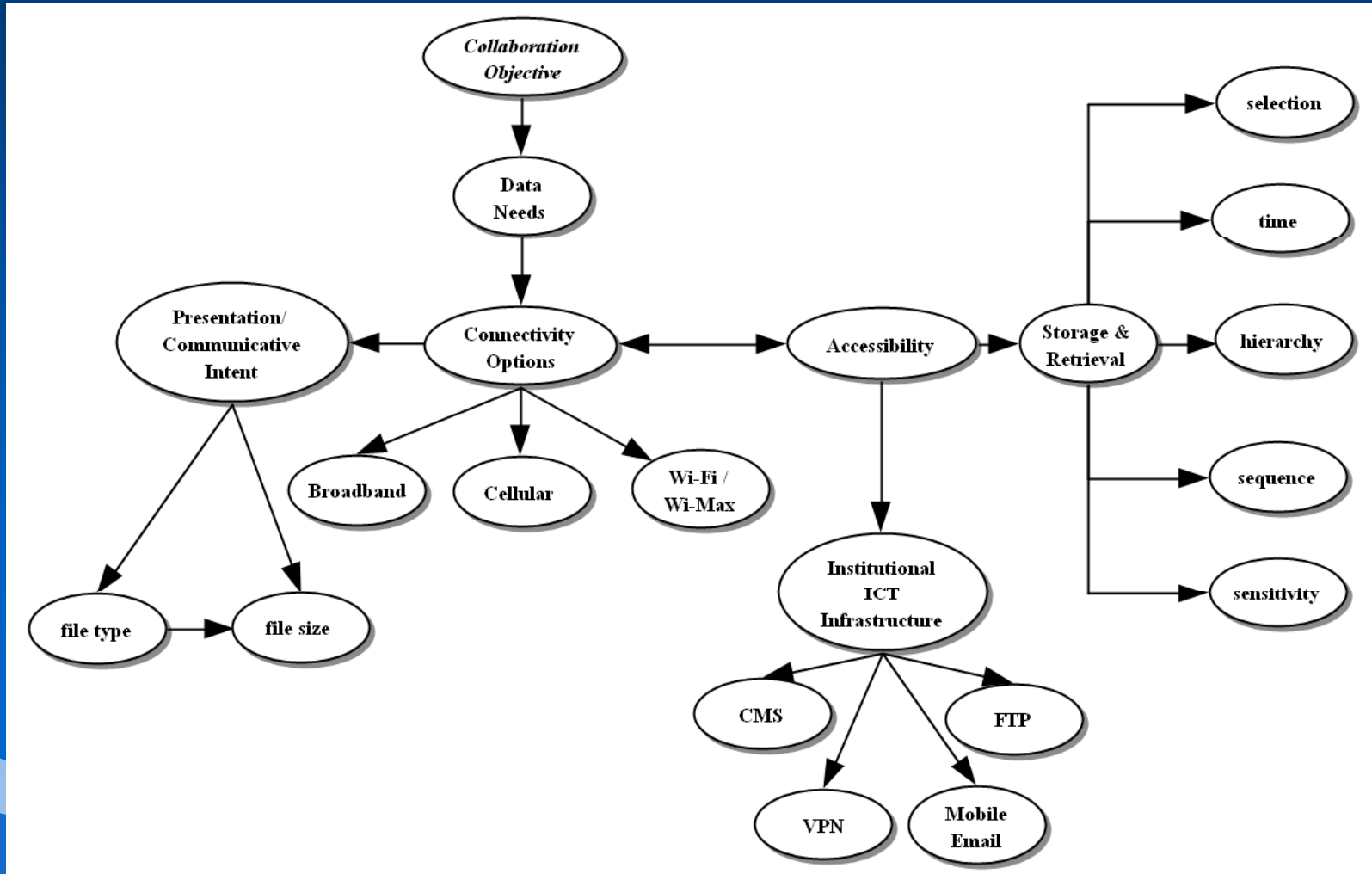
Cont'd

- Identify inchoate knowledge assets—such as undeveloped ideas, latent skills, or isolated techniques—and converts these into visible, accessible knowledge resources.
- BE aware of free riders (loaders) and control for them

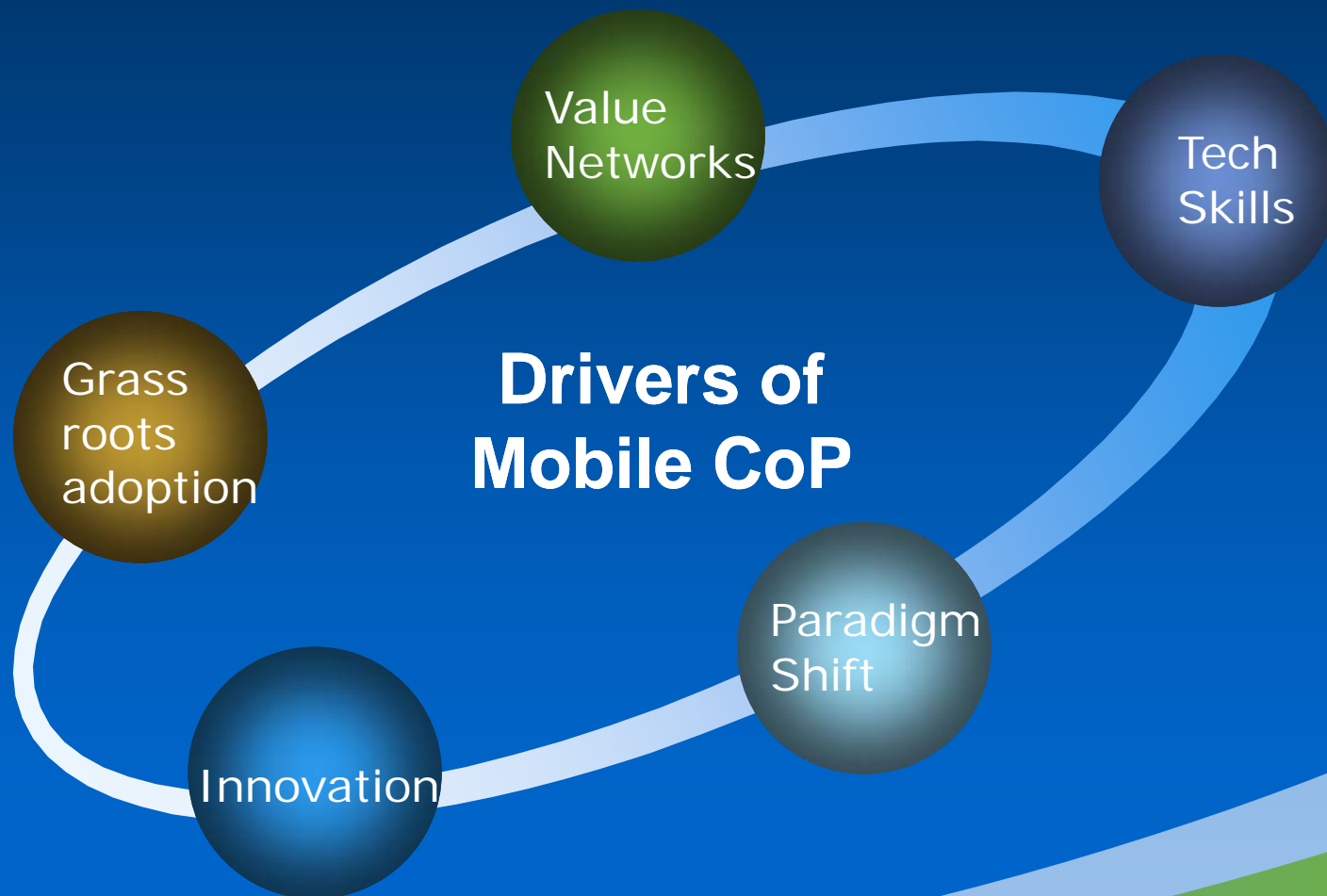
Connecting Professionals to Data: Technical Skills

| | Description | Skill Sets |
|---------------|--|---|
| Operational | Efficient coordination of geographically separated task forces, project teams, and/or virtual corporations requires frequent and useful communication between members. | <ul style="list-style-type: none">•SMS•RSS•Voice Mail |
| Locational | Understanding that different places require differing technologies. | <ul style="list-style-type: none">•Smart Devices•Cell Phones•Laptops |
| Interactional | An awareness of the context of the connection and its possible effects on the quality of the message or experience. | <ul style="list-style-type: none">•Privacy Screens•Encryption of data•Ads vs. Information |

Data Storage Options and Controls



Innovation Diffusion Cycle



In Summary

- Communities of practice facilitate and extend knowledge resources and can bring numerous resources to bear on a specific project.
- Ideally, the responsibility for the value of a CoP is on each of the members who need to act for the betterment of the community.
- Mobile information communication technology facilitates the connectedness to information and member necessary to keep the community vital.
- The community is nothing without information and information cannot be turned into knowledge without proper management.