

Kristiina Makela

ESSAYS ON INTERPERSONAL LEVEL KNOWLEDGE SHARING WITHIN THE MULTINATIONAL CORPORATION

. HELSINKI SCHOOL OF ECONOMICS

ACTA UNIVERSITATIS OECONOMICAE HELSINGIENSIS

TABLE OF CONTENTS

LIST OF FIGURES LIST OF TABLES LIST OF APPENDICES

PARTI

1.	INTR	RODUCTION	13
	1.1.	Background	13
	1.2.	Research Gap	14
	1.3.	Research Questions	17
	1.4.	Key Concepts of the Study	18
	1.5.	Limitations of the Study	21
	1.6.	Structure of the Study	22
2.	LITE	RATURE REVIEW	24
	2.1.	Knowledge and the Multinational Corporation	24
		2.1.1. The Concept of Knowledge	24
		2.1.2. The Importance of Knowledge for the MNC	27
		2.1.3. Organizational Level Research on Knowledge	29
		Exchange within the MNC	
		2.1.4. Interpersonal Level Research on Knowledge	32
		Exchange within the MNC	
	2.2.	Interpersonal Interaction and the Multinational Corporation	33
		2.2.1. Interpersonal Interaction in Social Network Research	34
		2.2.2. Interpersonal Interaction in Social Capital Theory	36
		2.2.3. Interpersonal Interaction and MNC Knowledge Flows	42
3.	ТНЕ	DEVELOPMENT OF THE THEORETICAL FRAMEWORK	44

4.	MET	HODOLOGY	49
	4.1. 7	The Qualitative Part of the Study	50
	4.2.	The Quantitative Part of the Study	53
	4.3.	Validity and Reliability	57
5.	SUM	MARIES OF THE ESSAYS	62
	5.1.	Summary of Essay 1	63
	5.2. \$	Summary of Essay 2	64
	5.3.	Summary of Essay 3	67
	5.4.	Summary of Essay 4	69
6.	DISCUSSION		
	6.1. Factors Influencing the Effectiveness of Knowledge Sharing		
		in Interpersonal Cross-Border Relationships	
	6.2.	Interpersonal Cross-Border Relationships and the Overall	76
		Flow of Knowledge within the MNC	
		6.2.1 Micro Level Consequences	76
		6.2.2. Macro Level Consequences	78
7.	CON	TRIBUTIONS AND IMPLICATIONS OF THE STUDY	82
	7.1.	Theoretical Contributions	82
	7.2.	Managerial Implications	86
		7.2.1. Implications for Individual Managers	86
		7.2.2. Implications for Multinational Organizations	87
	7.3.	Avenues for Further Research	89
REI	EREN(CES FOR PART I	92

<u>ESSAY 1</u> 109

Makela, K.:

KNOWLEDGE SHARING IN INTERPERSONAL CROSS-BORDER RELATIONSHIPS WITHIN THE MNC

Awarded Best Doctoral Paper in the 8th Vaasa Conference on International Business, Aug 21-23, 2005, and consequently published as "Makela, K. (2005) Knowledge Sharing in Interpersonal Cross-Border Relationships within the MNC. In Larimo, J. & Rumpunen, S. (Eds.) Internationalization and Management of Foreign Operations. Vaasa yliopiston Julkaisuja, Selvityksia jaraportteja, 130. Pp. 137-159."

ESSAY 2 140

Makela, K.:

KNOWLEDGE SHARING THROUGH EXPATRIATE RELATIONSHIPS: A SOCIAL CAPITAL PERSPECTIVE

Forthcoming as "Makela, K. (forthcoming) Knowledge Sharing Through Expatriate Relationships: A Social Capital Perspective. Forthcoming in International Studies of Management & Organization."

ESSAY 3 162

Makela, K.:

SHARING KNOWING: A COMPLEMENTARY PERSPECTIVE FOR EXAMINING KNOWLEDGE EXCHANGE WITHIN THE MNC

Not published.

ESSAY 4 190

Makela, K., Kalla, H.K. & Piekkari, R.: INTERPERSONAL KNOWLEDGE SHARING WITHIN MULTINATIONALS: HOMOPHILY AS A DRIVER FOR CLUSTERING

Not published.

APPENDICES