

**MANAGING
TECHNOLOGY
IN THE
DECENTRALIZED
FIRM**

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Albert Rubenstein

Managing Technology in the Decentralized Firm



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Based on three years of research and consulting upon technology management in more than 200 major U.S. and foreign businesses. "View Lists" are included to help monitor technology in the firm. Technology Planning-technology vs. Key Players-important functions in technology management, generalists as division managers, the division manager's technology group, influence of the chief technology officer (CTO), who champions technology in the firm. Networking of Technology among operating divisions-pressures upon divisional technology labs. Topics include: Organizational Form of Technology in the decentralized firm-how many divisions, the Conglomerate, seek out the optimal organizational type, phasing out R&D labs gracefully, effects of churning of divisions, SBUs, and products on technology. other functions, strategic divisional technology preparing. Sources and Circulation of Concepts and Technology Acquisitions-from where carry out ideas and new technology come, what's an idea, types of flow, university relations, help to make or buy technology, so why many hi-tech acquisitions fail. Particular Cases New regions of technology management-key issues in software development, technology in the service industries. Commercialization of Technology-complex entrepreneurship in the firm.



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