

Knowledge Integration in Large Fluid Teams: The Effect of team and role Familiarity

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Date: 26.12.2017, Venue: P12 @ 2.00 PM

Abstract:

Developing products that have significant impact often requires the integration of knowledge from diverse areas of specialization. Product development in creative technology industries is especially challenging, because projects are of short duration and typically consist of large teams with members who come and go, have heterogeneous knowledge, and may come from different firms. Building on the knowledge integration literature, interviews with industry experts, and detailed work history data of video game development teams, we show how team and role familiarity can mitigate the challenges associated with the integration of diverse knowledge in product development. Furthermore, we hypothesize and find that when games knowledge requirements match intended product complexity, the effect of team and role familiarity is enhanced. Surprisingly, we find that role familiarity has a positive effect even when product complexity is low. In addition, in our *post hoc* analyses, we find evidence of substitution effect, i.e. role familiarity enhances the effect of knowledge diversity on product impact in cases where team familiarity is low.

Speaker Profile:

Dr. Nachiket Bhawe builds on his experience as a founder and mentor to many entrepreneurial startups to focus on questions of practical relevance in addition to academic significance. Whether the intention is to accumulate wealth or to address pressing social causes, this transformation is made possible by the powerful forces of self-determination that entrepreneurship characteristically unleashes, where by individuals conceive innovative ideas, organize production, assume risk, and engage customers and others whom they want to impact, often across national borders. To that end his work focuses on the relation between individuals, their organization, and their impact on the broader business landscape. Dr. Bhawe collaborated with colleagues, Dan Turban and Vishal Gupta from the University of Missouri, on a social-psychological study to determine what factors typically inhibit entrepreneurship among women. Their analysis of the substantial gender disparities in entrepreneurial ventures was published in the *Journal of Applied Psychology*(2008) and the *Journal of Leadership and Organizational Studies*(2007),and attracted considerable media attention due to its counterintuitive implications In one of the more cited papers in social entrepreneurship published in the *Strategic Entrepreneurship Journal*(2008), Dr. Bhawe and colleagues investigated the rising phenomenon of “social entrepreneurship” in the

context of globalization. Dr. Bhawe's recent work with Shaker Zahra published in the *Small Business Economics* (2017) focuses on how entrepreneurial heterogeneity leads to economic transformation in different countries. Working on a grant from the *Ewing Marion Kauffman Foundation*, his work on founder exits and sequencing of resources has also featured in the *Journal of Business Venturing Insights* (2016, 2017). Given the preponderance of innovative enterprises in North Carolina that involve bio-pharmaceuticals and video gaming technologies, Dr. Bhawe has purposefully directed his more recent research to questions especially germane to entrepreneurs in these two industries and he serves as a consultant to the Triangle Game Initiative—a trade association of interactive entertainment industry. Dr. Bhawe's research has been presented in numerous international conferences such as the *Strategic Management Society Conference*, the *Academy of Management Conference*, *Babson Conference*, *Industry Studies Conference* and *Kauffman Emerging Scholars Conference* among others. Dr. Bhawe also serves as a reviewer for the *Academy of Management Journal*, *Academy of Management Review*, *Organization Science* and the *Journal of Business Venturing*. Dr. Bhawe also serves as a faculty advisor to the NC State Entrepreneurship Clinic which serves as an outreach clinic for embedding students in local start-ups.