Proposing a Conceptual Model for Organizational Memory Constructs in Dynamic Virtual Organizations

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Abstract

This paper is the result of a MS. thesis in information technology management that proposes the constructs of organizational memory (OM) in dynamic virtual organizations (DVO).

1. Proposed constructs

OM is the means by which knowledge from the past is brought to bear on present activities [1]. The organizational concept of “DVO” encompasses three interrelated organizational elements, namely the virtual web platform, a stable company network of pre-qualified independent partner firms that have generally agreed to cooperate in virtual corporations, the virtual web management that takes care of the cooperation management on the virtual web platform and facilitates the formation and operation of the third element dynamic virtual corporations [2]. By studying more than 80 articles related to knowledge management (KM), OM and DVO published in international journals specially IEEE computer society proceedings, the following items were proposed as OM constructs of DVO.

The personal memory (tacit and explicit knowledge); project memory (informal knowledge and formal knowledge of the projects done); cultural memory (myths, stories, shared values and normative rules of behavior and history of DVO); Net-broker memory (A. Managerial memory: the vision, mission and the business plan of the DVO; the defined organizational structure, conditions (rules and regulations); the planned operation of the stable virtual web platform, the virtual web management organization as well as the deriving dynamic virtual corporations; information about stakeholder groups, such as politicians, ministries, industry and trade associations; the strategy of obtaining the financial resources needed to operate the DVO; information about the DVO infrastructure including suitable employees, computer hardware, software and telecommunication infrastructure; information about the partnership agreement for the companies that tend to participate in the virtual web platform and the qualification criteria of selecting them; information about the independent partner companies in the virtual web platform such as their competencies, history and related experiences; definition of the flow of information and the coordination mechanisms among the partner companies in dynamic virtual corporations and with virtual web management; information about the executive committee, virtual corporation configuration and project teams assigned for each dynamic virtual corporation such as their competencies, history and related experiences; business process, job descriptions, laws and regulations, responsibilities and cooperation regulations for partner companies that participate in each dynamic virtual corporation; information about partnership agreement including legal obligations for participating in the dynamic virtual organization (such copy right of patents); B. Marketing memory: information about marketing strategy; new business opportunities; market information; information about the working groups deal with the sales and marketing activities; information about trade fairs that the dynamic virtual organization has participated; information about the potential and real customers; information about the products and services; C. R&D memory: publishing articles; inventions and patents of the DVO; the innovative productions of the DVO; the universities, consultants and research centers cooperated with the DVO and their cooperation).

For the validation of the model, a questionnaire was mailed to 300 experts in KM, OM and VO field all over the world. Thirty filled questionnaires were returned. The answers were analyzed by Lisrel 8.5. As a result the above underline items deleted and the others accepted as OM construct in DVO. It should be noted that these constructs are just propositions and of course should be completed.

2. References