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A Study about Project Management for Industry-University Cooperation Dilemma

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Abstract

As for strategic theory, industry-university cooperation is defined as an essential core functionality of industrial clusters. Industry-university cooperation has been recognized as an important strategy to make innovation happen in an industrial society today. Industry-university cooperation to organize a team that functions organizationally with a fixed-term at a university and the company, and can be defined as a project to address a purpose and values different from the past. Therefore, all those who have an interest in industry-university cooperation must be self-transforming. However, the need for self-transformation of individuals has not been strongly recognized up until now. In industry-university cooperation, conflicts of interest often exist. Therefore, those individuals interested in industry-university cooperation are faced with a dilemma. The purpose of this study is to reveal differences in values of the individuals in the company and that of the academic individual that produce such dilemmas. On top of that, the promotion of industry-university cooperation, project management methodologies on elimination of dilemmas arising from the difference in values are considered.

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1. Introduction

Porter¹ and Porter et al.² said that Japanese companies have been able to grow just by mimicking other companies through the penetration into the global market and the growth of their own domestic economy up until now. Today, however, economic growth has stopped and the Japanese companies have reached a new frontier of productivity. The performance of Japanese companies has become much worse. Japanese companies are committed only to mimicking, and therefore have no clear strategy to differentiate themselves based on innovation. According to Yoshikawa³, Japanese manufacturers, although technically being the best, their performance in the market is inferior. Because of this there is the dissemination of cheap products. This phenomenon is similar to the situation of the Galapagos Islands ecosystem that has its own existence without having contact with the outside world. He called it the "Galapagos Syndrome." In Japan, he said that mobile phones, electronic money, digital broadcasting, universities, young people, and Tokyo are in a "Galapagos phenomenon." Then According to the Oba & Fujikawa⁴, Japanese companies are considered to be in the "NIH syndrome." NIH means "Not Invented Here." The "NIH syndrome" refers to a tendency for the technicians not to use the in-house developed techniques. Even if royalties are paid, they can still sell their products if they can grab the market. In addition, if the production technology is better, products can be produced at lower cost than their competitors. However, it is said that Japanese companies will stick to their technology at high cost. In addition, Japanese companies that have fallen into "the trap of technology-oriented," which does not lead to profit even with developed technology. Technology development capabilities itself has become a weapon. Produce products with less technology is the aim. In a high-tech industry, recently it is said that at least 100 technologies or more maybe required developing a product. Therefore, a product does not complete using solely its own technology. For cross-licensing is required to finish the product, high-tech companies are no longer able to monopolize technology.

As a solution to the problem of Japanese companies with regard to these technological issues, activation of industry-university cooperation is desired. It is possible that individuals and the associated technology can be fluidized by linking business-to-business to open activation of industry-university cooperation. Thus, this can serve to form industrial clusters such as Silicon Valley in the U.S. that produce innovation.

According to a 2012 Report by the University Technology Transfer Council of Japan⁵, four Certified Technology Licensing Organization (TLO) cases were put into place in 1998. The TLO number was at its peak of 51 in 2008. That number turned shrank to into 42 in 2011. In Japan, the TLO number is in a downward trend because license agreements are not increasing. In the United States, the TLO number was 4 in 1979, but it increased to 187 in 2011. Then, the number of new licenses from the universities to companies was 1,229 in 1991, the number of new licenses increased to 5,362 in the United State in 2010. On the other hand, in Japan the number of new licenses from universities to companies was 1541 in 2011. The number of new licenses has not increased since 2005. In addition, ongoing license numbers of universities in the United States are greater than 39000. On the other hand, the continued license numbers of Japanese universities are 4509. The need for industry-university cooperation has been strongly recognized so far in Japan. Therefore, measures such as the establishment of TLO have been taken, but effective changes have not been made. The reason could be because it is considered that innovations in order to produce university-industry collaboration for changes in values of business people and academic are management techniques and because people are not able to respond to the change. For example, Okada⁶ has emphasized the need for establishing the mindset of for business person people as well as academics for university-industry cooperation.

Industry-university cooperation is a highly unique project in order to organize teams from different functional organizations, universities and industry, in fixed-term. Therefore, this paper is based on the hypothesis that there is a dilemma due to a conflict of interest when it comes to the change of industry-university cooperation for both the university and the companies. Then there is the awareness that they are unable to respond to the dilemma. Therefore, it is necessary to confirm that the dilemma exists. Transformation of values of organizations and individuals is necessary for industry-university cooperation, yet this has not been strongly recognized. The purpose of this study is to reveal differences in values of companies and academics that produce this dilemma. On top of that, the elimination of the management dilemmas that arises from the difference in values in order to promote promotion of industry-university cooperation. Managing the elimination of the dilemma arising from the difference of the values

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