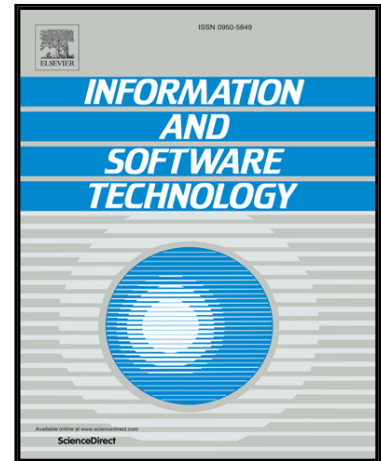


## Accepted Manuscript

Software Teams and Their Knowledge Networks in Large-Scale Software Development

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**Highlights**

- Empirical findings from ten software teams from two large-scale software development projects in Ericsson and ABB demonstrated that teams receive and share their knowledge with a large number of contacts, including other team members, experts, administrative roles, and support roles.
- Along with human and organizational capital, social capital and networking are also necessary for participation in large-scale software development, both for novice teams and for mature teams working on complex, unfamiliar, or interdependent tasks.
- Social capital has the potential to compensate for gaps in human capital (i.e., an individual's knowledge and skills).
- The team network size and networking behavior depend on the following factors: company experience, employee turnover, team culture, need for networking, and organizational support.
- Along with investments in training programs, software companies should also cultivate a networking culture to strengthen their social capital and achieve better performance.

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