

REFERENCES

- Alcatel-Lucent, 2007, Transforming Communication to Enrich People's Life, Retrieved from <http://www.alcatel-lucent.com/wps/portal>
- Betz, F. 1998. Managing technological innovation: Competitive advantage from change. New York: John Wiley & Sons, Inc
- Christie M., Rowe P., Perry C., Chamard J., 2000, Implementation of Realism in Case Study Research Methodology
- De Castro, J.O. and Schulze, W.S. 1995, the Transfer of Technology to Less Developed Countries: A Model for the Perspective of the Technology Recipient, JAI
- Gartner, 2007, *Gartner Identifies the Top 10 Strategic Technologies for 2008*, Retrieved from <http://www.gartner.com/it/page.jsp?id=530109>
- Ho, V., 2008, Asia among world's highest broadband penetration, Retrieved from <http://www.zdnetasia.com/asia-among-worlds-highest-broadband-penetration-62044184.htm>
- Joerges, B. 1988, "Technology in everyday life: conceptual queries", Journal of the Theory of Social Behaviour
- Jussawalla, M. 1980, Communication Technology Transfer: Impact on Economic Development, IPC Business Press
- Kankanamge R.P.R., 2010, Information systems for supporting fire emergency response
- Khalil, T.M., 2000, Management of Technology – The key to competitiveness and wealth creation, McGraw-Hill
- Knight-John M, 2007, Telecommunications Sector and Regulatory Performance in Sri Lanka: A Tale of Missed Opportunities
- Lonseth R.J., Lonseth A.A. and Jagoda K.I., 2009, Efficacious management of technology transfer projects: lessons from a Canadian case study. Production and Operations Management Society
- Madu, C.N., 1989. Transferring technology to developing countries—Critical factors for success. *Long Range Planning*, 22(4), Retrieved from <http://linkinghub.elsevier.com/retrieve/pii/0024630189900897>
- Meyer C.B., 2001, Case in case study methodology. *Filed Methods* 2001,13:329. doi: 10.1177/1525822X0101300402
- Ministry of Technology and Research, 2010. Science, technology and innovation strategy for Sri Lanka
- Moohebat M.R, Asemi A., Jazi M.D., 2010, A Comparative Study of Critical Success Factors (CSFs) in Implementation of ERP in Developed and Developing Countries.

- Moriwaki S., Era A., Osajima M. & Umino A, 2009, Efficiency comparison of telecommunications industry among Asia-Pacific region countries.
- Perera C.P., 2009, Management of technology: Concepts and perspective.
- Quazi, H.A., Application of TQM principles in the international technology transfer process of industrial production plants□: An analytical framework
- Ramanathan, K. 1994. The polytrophic components of manufacturing technology. Technological Forecasting & Social Change
- Ramanathan, K., 2011, An overview of technology transfer and technology transfer models
- Ravishankar M.N, Pan S.L., Myers M.D., 2012, Information technology offshoring in India: a postcolonial perspective
- Reddy, N.M and Zhao, L. 1989, International technology transfer: A review, Elsevier
- Sri Lanka Telecom, 1999, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/anuu_1999/html_vertion/index.htm
- Sri Lanka Telecom, 2000, Investing for the future, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2000/html_vertion/intro/report.htm
- Sri Lanka Telecom, 2001, Solutions for the future, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2001/html_vertion/index_flash.htm
- Sri Lanka Telecom, 2002, Leading the market, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2002/html_vertion/main.htm
- Sri Lanka Telecom, 2003, Annual report, Retrieved from http://www.slt.lk/data/investor/pdf/annu_2003/html_vertion/index.htm
- Sri Lanka Telecom, 2004, Focused on goals beyond, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2004/html_version/index.htm
- Sri Lanka Telecom, 2005, Infinite possibilities unlimited opportunities, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2005/html_version/index.html
- Sri Lanka Telecom, 2006, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2006/html_version/index.htm
- Sri Lanka Telecom, 2007, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2007/intro.html
- Sri Lanka Telecom, 2008, Strength and resilience in diversity, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annu_2008/intro.html
- Sri Lanka Telecom, 2009, Driven to deliver, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annual_report_2009/intro.html
- Sri Lanka Telecom, 2010, Future ready, Annual report. Retrieved from http://www.slt.lk/data/investor/pdf/annual_report_2010/html/annual_report_2010.swf

Sri Lanka Telecom, 2011, The future calls, Annual report, 22(2), Retrieved from http://www.slt.lk/data/investor/pdf/annual_report_2011/slt_annual_report_2011.pdf

Wei L., 1995, International technology transfer and development of technical capabilities: a theoretical framework, Technology in Society. Elvister

Zainal Z., 2007, Case study as a research method.

APPENDICES

Appendix 1: Semi-structured Questionnaire:

Success Factors for Technology Transfer

1. What were the objectives of SLT implementing the technology?
2. How did SLT identify the technology and technology need?
3. Did SLT consider the organizational structure when implementing the technology?
4. Did SLT have the capabilities to assimilate/absorb the technology?
5. How were the commitment, effectiveness and support of SLT management towards project?
6. Did SLT consider the commercial experience of the technology supplier other than its home country?
7. Did SLT evaluate the willingness and ability of supplier towards the technology transfer?
8. Did SLT analyse the organizational structure and values supplier?
9. Did SLT analyse the social, economic and political factors of the country at the time of technology transfer?
10. What was the technology transfer mode?
11. Did SLT consider the relationship between countries involve in the technology transfer and Sri Lanka?
12. How did SLT enhance the skills of the staff new technology?
13. Did SLT consider the degree of complexity of the technology at the evaluation?
14. Did SLT consider about in-house R&D of purchased technology?
15. How was the cost factor influence the technology transfer?

Appendix 2: NVivo Source summary report

Technology Transfer in Telecommunication Industry Case of SLT

1/10/2013 11:30 PM

Project:
Generated:

Questionnaire of Asiri (ADSL)				Document
Created	12/9/2012 1:41 PM			
Modified	12/9/2012 1:42 PM			
Length	499	words	Other Nodes Coding	20
Paragraphs	91			
Questionnaire of Dilan (IPTV)				Document
Created	12/14/2012 9:31 PM			
Modified	12/15/2012 10:36 AM			
Length	575	words	Other Nodes Coding	20
Paragraphs	69			
Questionnaire of Hasanathi (CDMA)				Document
Created	12/8/2012 11:12 AM			
Modified	12/8/2012 12:34 PM			
Length	913	words	Other Nodes Coding	23
Paragraphs	72			
Questionnaire of Indika (Wimax)				Document
Created	12/8/2012 3:54 PM			
Modified	12/15/2012 12:10 PM			
Length	598	words	Other Nodes Coding	16
Paragraphs	79			
Questionnaire of Induni (CDMA)				Document
Created	12/10/2012 6:13 PM			
Modified	12/10/2012 7:13 PM			
Length	711	words	Other Nodes Coding	20
Paragraphs	71			
Questionnaire of Lal (CDMA)				Document
Created	12/10/2012 7:13 PM			
Modified	12/10/2012 7:14 PM			
Length	846	words	Other Nodes Coding	20
Paragraphs	75			

Questionnaire of Nirosha (ADSL)

Created 12/9/2012 11:05 AM

Document

Modified 12/9/2012 11:20 AM

Length 644 words

Other Nodes Coding

17

Paragraphs 80

Questionnaire of Priyantha (Wimax)

Document

Created 12/15/2012 11:36 AM

Modified 12/15/2012 11:38 AM

Length 942 words

Other Nodes Coding

20

Paragraphs 110

Questionnaire of Ram (ADSL)

Document

Created 12/8/2012 2:44 PM

Modified 12/9/2012 3:48 PM

Length 428 words

Other Nodes Coding

17

Paragraphs 96

Questionnaire of Sudath (IPTV)

Document

Created 12/8/2012 7:13 PM

Modified 12/15/2012 9:40 AM

Length 715 words

Other Nodes Coding

20

Paragraphs 70

Questionnaire of Thushara (WiMAX)

Document

Created 12/15/2012 11:37 AM

Modified 12/15/2012 11:49 AM

Length 822 words

Other Nodes Coding

18

Paragraphs 75

Questionnaire of Yasith (ADSL)

Document

Created 12/9/2012 12:03 PM

Modified 12/9/2012 12:20 PM

Length 535 words

Other Nodes Coding

17

Paragraphs 76

Appendix 3: NVivo Node summary report

Project: Technology Transfer in Telecommunication Industry Case of SLT
 Generated: 1/10/2013 11:49 PM

Objectives of technology transfer			Tree Node
Nickname		Words Coded	0
Created	12/8/2012 3:00 PM	Paragraphs Coded	0
Modified	12/9/2012 11:06 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0
Market opportunity			Tree Node
Nickname		Words Coded	130
Created	12/8/2012 3:11 PM	Paragraphs Coded	8
Modified	1/10/2013 2:58 PM	Coding References	6
		Sources Coded	6
		Cases Coded	0
New services to customers			Tree Node
Nickname		Words Coded	58
Created	12/8/2012 3:11 PM	Paragraphs Coded	8
Modified	12/14/2012 9:39 PM	Coding References	4
		Sources Coded	4
		Cases Coded	0
Operational cost benefit			Tree Node
Nickname		Words Coded	25
Created	12/8/2012 3:16 PM	Paragraphs Coded	1
Modified	12/8/2012 3:16 PM	Coding References	1
		Sources Coded	1
		Cases Coded	0
Increase revenue			Tree Node
Nickname		Words Coded	43
Created	12/8/2012 3:33 PM	Paragraphs Coded	4
Modified	1/10/2013 12:20 PM	Coding References	4
		Sources Coded	4
		Cases Coded	0



Increase network utilization

Tree Node

Aliasname		Words Coded	52
Created	12/9/2012 7:53 AM	Paragraphs Coded	5
Modified	1/10/2013 12:29 PM	Coding References	5
		Sources Coded	5
		Cases Coded	0

Need for technology transfer

Tree Node

Aliasname		Words Coded	0
Created	12/8/2012 3:12 PM	Paragraphs Coded	0
Modified	12/9/2012 11:06 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Market demand

Tree Node

Aliasname		Words Coded	123
Created	12/8/2012 3:14 PM	Paragraphs Coded	6
Modified	12/14/2012 9:44 PM	Coding References	6
		Sources Coded	5
		Cases Coded	0

Technology trend

Tree Node

Aliasname		Words Coded	68
Created	12/8/2012 3:14 PM	Paragraphs Coded	4
Modified	12/15/2012 11:47 AM	Coding References	4
		Sources Coded	4
		Cases Coded	0

Market competition

Tree Node

Aliasname		Words Coded	106
Created	12/8/2012 3:14 PM	Paragraphs Coded	6
Modified	12/15/2012 11:47 AM	Coding References	6
		Sources Coded	6
		Cases Coded	0

Organizational structure changes		Tree Node
Aliasname		Words Coded 0
Created	12/8/2012 3:16 PM	Paragraphs Coded 0
Modified	12/9/2012 11:07 AM	Coding References 0
		Sources Coded 0
		Cases Coded 0

New section formed		Tree Node
Aliasname		Words Coded 144
Created	12/8/2012 3:17 PM	Paragraphs Coded 11
Modified	12/10/2012 6:20 PM	Coding References 6
		Sources Coded 6
		Cases Coded 0

New subsidiary formed		Tree Node
Aliasname		Words Coded 72
Created	12/8/2012 3:57 PM	Paragraphs Coded 3
Modified	12/15/2012 11:47 AM	Coding References 3
		Sources Coded 3
		Cases Coded 0

Capability to assimilate or absorb		Tree Node
Aliasname		Words Coded 0
Created	12/8/2012 3:18 PM	Paragraphs Coded 0
Modified	12/9/2012 11:07 AM	Coding References 0
		Sources Coded 0
		Cases Coded 0

Prior experience in similar technology		Tree Node
Aliasname		Words Coded 145
Created	12/8/2012 3:19 PM	Paragraphs Coded 8
Modified	12/15/2012 8:04 PM	Coding References 8
		Sources Coded 7
		Cases Coded 0

Infrastructure and HR

Tree Node

Nickname		Words Coded	37
Created	12/8/2012 3:19 PM	Paragraphs Coded	4
Modified	12/15/2012 11:47 AM	Coding References	4
		Sources Coded	4
		Cases Coded	0

Energetic team

Tree Node

Nickname		Words Coded	50
Created	12/8/2012 3:40 PM	Paragraphs Coded	4
Modified	12/9/2012 1:44 PM	Coding References	4
		Sources Coded	4
		Cases Coded	0

Management commitments

Tree Node

Nickname		Words Coded	0
Created	12/8/2012 3:21 PM	Paragraphs Coded	0
Modified	12/9/2012 11:07 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Commitment

Tree Node

Nickname		Words Coded	211
Created	12/8/2012 3:21 PM	Paragraphs Coded	10
Modified	12/15/2012 8:55 AM	Coding References	8
		Sources Coded	8
		Cases Coded	0

Involvement

Tree Node

Nickname		Words Coded	54
Created	12/8/2012 3:22 PM	Paragraphs Coded	5
Modified	12/10/2012 6:58 PM	Coding References	3
		Sources Coded	3
		Cases Coded	0

Commercial experience of supplier		Tree Node	
Nickname		Words Coded	0
Created	12/8/2012 3:23 PM	Paragraphs Coded	0
Modified	12/9/2012 11:07 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

References and site visits		Tree Node	
Nickname		Words Coded	124
Created	12/8/2012 3:23 PM	Paragraphs Coded	8
Modified	12/15/2012 12:10 PM	Coding References	7
		Sources Coded	6
		Cases Coded	0

Past experience with supplier		Tree Node	
Nickname		Words Coded	85
Created	12/8/2012 3:46 PM	Paragraphs Coded	6
Modified	12/10/2012 6:59 PM	Coding References	4
		Sources Coded	4
		Cases Coded	0

Willingness and ability of supplier		Tree Node	
Nickname		Words Coded	0
Created	12/8/2012 3:25 PM	Paragraphs Coded	0
Modified	12/9/2012 11:07 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Support and R&D		Tree Node	
Nickname		Words Coded	137
Created	12/8/2012 3:25 PM	Paragraphs Coded	13
Modified	12/15/2012 12:10 PM	Coding References	10
		Sources Coded	7
		Cases Coded	0

Willingness not considered		Tree Node	
Nickname		Words Coded	82
Created	12/8/2012 3:25 PM	Paragraphs Coded	9
Modified	12/15/2012 9:02 AM	Coding References	7
		Sources Coded	7
		Cases Coded	0

Supplier's organizational structure		Tree Node	
Nickname		Words Coded	0
Created	12/8/2012 3:25 PM	Paragraphs Coded	0
Modified	12/9/2012 11:07 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Supplier's organizational structure and values		Tree Node	
Nickname		Words Coded	68
Created	12/8/2012 3:26 PM	Paragraphs Coded	10
Modified	12/15/2012 12:10 PM	Coding References	8
		Sources Coded	8
		Cases Coded	0

Social, economic and political factors of Sri Lanka		Tree Node	
Nickname		Words Coded	0
Created	12/8/2012 3:28 PM	Paragraphs Coded	0
Modified	12/9/2012 11:08 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Social and economical		Tree Node	
Nickname		Words Coded	178
Created	12/8/2012 3:29 PM	Paragraphs Coded	24
Modified	12/15/2012 12:10 PM	Coding References	9
		Sources Coded	9
		Cases Coded	0

10 Technology transfer mode

		Tree Node
Nickname		
Created	12/8/2012 3:29 PM	Words Coded 0
Modified	12/9/2012 11:10 AM	Paragraphs Coded 0
		Coding References 0
		Sources Coded 0
		Cases Coded 0

Turnkey

		Tree Node
Nickname		
Created	12/8/2012 3:29 PM	Words Coded 178
Modified	12/15/2012 12:10 PM	Paragraphs Coded 12
		Coding References 9
		Sources Coded 9
		Cases Coded 0

1 Political relationship of countries

		Tree Node
Nickname		
Created	12/8/2012 3:30 PM	Words Coded 0
Modified	12/9/2012 11:10 AM	Paragraphs Coded 0
		Coding References 0
		Sources Coded 0
		Cases Coded 0

No political relationship

		Tree Node
Nickname		
Created	12/8/2012 3:30 PM	Words Coded 116
Modified	12/15/2012 12:10 PM	Paragraphs Coded 13
		Coding References 9
		Sources Coded 9
		Cases Coded 0

2 Skill development

		Tree Node
Nickname		
Created	12/8/2012 3:31 PM	Words Coded 0
Modified	12/9/2012 11:10 AM	Paragraphs Coded 0
		Coding References 0
		Sources Coded 0
		Cases Coded 0

Foreign and local training **Tree Node**

Nickname		Words Coded	220
Created	12/8/2012 3:31 PM	Paragraphs Coded	16
Modified	12/15/2012 12:10 PM	Coding References	10
		Sources Coded	9
		Cases Coded	0

On the job training and knowledge sharing **Tree Node**

Nickname		Words Coded	105
Created	12/8/2012 3:31 PM	Paragraphs Coded	12
Modified	12/15/2012 12:10 PM	Coding References	7
		Sources Coded	7
		Cases Coded	0

3 Technology complexity **Tree Node**

Nickname		Words Coded	0
Created	12/8/2012 3:31 PM	Paragraphs Coded	0
Modified	12/9/2012 11:10 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Integration with other systems **Tree Node**

Nickname		Words Coded	252
Created	12/8/2012 3:31 PM	Paragraphs Coded	19
Modified	12/15/2012 12:10 PM	Coding References	9
		Sources Coded	9
		Cases Coded	0

4 In-house R&D **Tree Node**

Nickname		Words Coded	0
Created	12/8/2012 3:31 PM	Paragraphs Coded	0
Modified	12/9/2012 11:10 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

no in-house R&D Tree Node

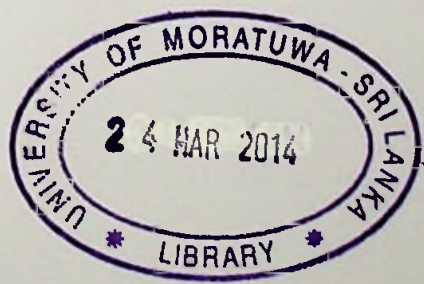
Nickname		Words Coded	175
Created	12/8/2012 3:32 PM	Paragraphs Coded	12
Modified	12/15/2012 12:10 PM	Coding References	9
		Sources Coded	9
		Cases Coded	0

15: Technology cost influence Tree Node

Nickname		Words Coded	0
Created	12/8/2012 3:32 PM	Paragraphs Coded	0
Modified	12/9/2012 11:10 AM	Coding References	0
		Sources Coded	0
		Cases Coded	0

Less influence over technical Tree Node

Nickname		Words Coded	208
Created	12/8/2012 3:32 PM	Paragraphs Coded	10
Modified	12/15/2012 7:58 PM	Coding References	8
		Sources Coded	8
		Cases Coded	0



LIBRARY / UOM	
	05
	05
	05
	05
	05