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External knowledge absorption in Chinese SMEs

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Propositions
belonging to the thesis

External Knowledge Absorption in Chinese SMEs

by Lei Pi

30 June 2021

1. The value of specific knowledge to a firm is relative and hard to determine. It depends on the ability of the firm to assimilate and utilize it *(Chapter 3)*.

2. One essential determinant of the Absorptive Capacity (AC) of an SME is its owner-managers' openness to external knowledge *(Chapter 3&5)*.

3. While big firms may be impeded by a weak appropriability regime (i.e., knowledge imitation is easy, and knowledge protection is hard), SMEs may benefit from it *(Chapter 4)*.

4. Firms tend to use a variety of external knowledge assimilation mechanisms simultaneously. Some combinations of the mechanisms may have no effects on SME performance *(Chapter 5)*.

5. Different sub-processes of the Absorptive Capacity (AC) (i.e., recognition, assimilation, and utilization) are interrelated. Since the whole process is iterative, a possible deficit of the logic order can be remedied by spending more time studying the interrelation as soon as it occurs.

6. The concept of AC is hard to be operationalized in practice. Open innovation research will be more prevalent in academic research and management practice than AC.

7. Today, the monopoly power of big publishers harms knowledge creation and innovation more than piracy.

8. Two of the essential knowledge management practices are (1) training and development of current employees and (2) competing for recruiting new talents.

9. Geniuses are usually not born as such. Hence, creativity and innovative thinking should be analyzed, learned, and taught.