# Table of Contents

Preface ................................................................................................................................................ xiii

Acknowledgment .............................................................................................................................. xxiii

Chapter 1
The Problems and Challenges of Researching Intellectual Capital ................................................. 1
  JC Spender, Lund University, Sweden & ESADE, Spain

Chapter 2
Managing and Measuring Knowledge Assets Dynamics for Business Value Creation in Organisations ................................................................................................................................................ 13
  Giovanni Schiuma, University of Basilicata, Italy & University of Cambridge, UK

Chapter 3
Knowledge Assets and Value Creation Dynamics ............................................................................ 30
  Karim Moustaghfir, University Al Akhawayn, Morocco
  Giovanni Schiuma, University of Basilicata, Italy & University of Cambridge, UK

Chapter 4
Ethos as Enablers of Organisational Knowledge Creation ............................................................... 50
  Yoshito Matsudaira, Advanced Institute of Science and Technology, Japan

Chapter 5
A Knowledge Assets Mapping Methodology to View Organizational Knowledge-Based Value Creation Dynamics ................................................................................................................................................. 67
  Daniela Carlucci, University of Basilicata, Italy
  Giovanni Schiuma, University of Basilicata, Italy & University of Cambridge, UK

Chapter 6
Why Measure Knowledge Assets? The Benefits for Organizations ................................................. 87
  Dina Gray, Cranfield University, UK
Chapter 7
Intangible Assets: Measurement, Drivers, and Usefulness......................................................... 110
   Feng Gu, State University of New York at Buffalo, USA
   Baruch Lev, New York University, USA

Chapter 8
Measuring Dynamic Knowledge Flows: Implications for Organizational Performance and Competitive Advantage................................................................................................................ 125
   Mark E. Nissen, Naval Postgraduate School, USA

Chapter 9
ORCI: A Validated Method for Measuring Dynamic Intellectual Capital................................. 146
   Aino Kianto, Lappeenranta University of Technology, Finland

Chapter 10
Measuring Knowledge Assets within Organizations: An Individual-Level Perspective ............ 156
   Mariolina Longo, University of Bologna, Italy
   Matteo Mura, University of Bologna, Italy

Chapter 11
How Knowledge Assets are Transformed into Value: The Case of Knowledge Flows and Service Productivity .................................................................................................................... 173
   Harri Laihonen, Tampere University of Technology, Finland
   Antti Lönnqvist, Tampere University of Technology, Finland

Chapter 12
Knowledge Asset Dynamics and Firm Performance: Empirical Evidence from the IT Industry..... 188
   Karim Moustaghfir, University Al Akhawayn, Morocco

Chapter 13
IC Management: Explaining the Gap between the Theory and Practice.................................... 205
   Paula Kujansivu, Tampere University of Technology, Finland

Chapter 14
Developing an Effective Knowledge Management System .......................................................... 222
   Stephen McLaughlin, National University of Ireland Maynooth, Ireland

Chapter 15
Managing Intellectual Assets in Small Knowledge-Intensive Organizations.................................. 241
   Robert Huggins, University of Wales Institute Cardiff, UK
   Maria Weir, Intellectual Assets Centre, UK
Chapter 16
Knowledge Assets and Value Creation: A Territory-Based Perspective .............................................. 264
   Antonio Lerro, University of Basilicata, Italy
   Giovanni Schiuma, University of Basilicata, Italy & University of Cambridge, UK

Compilation of References ......................................................................................................................... 278

About the Contributors .............................................................................................................................. 315

Index .......................................................................................................................................................... 319