# Table of Contents

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

Acknowledgment ................................................................................................................................ xix

## Section 1

### Leadership

**Chapter 1**
Facilitating the use of Intellectual Capital in a Matrix Multinational Organization ........................ 1

*Alan M. Thompson, Production Services Network Ltd., Scotland*

**Chapter 2**
An Epistemology of Intellectual Capital and its Transition to a Practical Application ................. 17

*Jan Carrell, Northwestern College, Colorado Technical University, USA*

**Chapter 3**
Multinational Intellect: The Synergistic Power of Cross Cultural Knowledge Networks ............... 44

*Leslie Gadman, London South Bank University, UK*

*Robert Richardson, Mental Health Associates, USA*

**Chapter 4**
Dynamic Capabilities in R&D-Networks ............................................................................................. 58

*Arla Juntunen, Helsinki School of Economics, Finland*

## Section 2

### Strategy

**Chapter 5**
Intellectual Capital Measurement and Reporting: Issues and Challenges for Multinational Organizations ................................................................. 75

*Suresh Cuganesan, Swinburne University of Technology, Australia*

*Richard Petty, Macquarie University, Australia*
Chapter 6
National Intellectual Capital Stocks and Organizational Cultures:
A Comparison of Lebanon and Iran ......................................................... 95
Jamal A. Nazari, Mount Royal College/University of Calgary, Canada
Irene M. Herremans, University of Calgary, Canada
Armond Manassian, American University of Beirut, Lebanon
Robert G. Isaac, University of Calgary, Canada

Chapter 7
A Knowledge Management Framework to Manage Intellectual Capital
for Corporate Sustainability ................................................................. 119
Herbert Robinson, London South Bank University, UK

Chapter 8
An Overview of International Intellectual Capital (IC) Models and Applicable Guidelines ........ 136
Tomás M. Bañegil Palacios, University of Extremadura, Spain
Ramón Sanguino Galván, University of Extremadura, Spain

Chapter 9
The Role of ICTs in the Management of Multinational Intellectual Capital ....................... 144
Mirghani S. Mohamed, New York Institute of Technology, Bahrain
Mona A. Mohamed, New York Institute of Technology, Bahrain

Chapter 10
The Link Between Learning Capability and Business Performance in MNEs:
The Role of Intellectual Capital ............................................................ 160
Isabel Mª Prieto, Universidad de Valladolid, Spain
Elena Revilla, Instituto de Empresa, Spain

Section 3
Implementation

Chapter 11
Managing Corporate Responsibility to Foster Intangibles: A Convergence Model ............. 178
Matteo Pedrini, Altis–Postgraduate School Business & Society, Italy

Chapter 12
Intellectual Capital Management in Long-Lasting Family Firms: The DuPont Case .......... 207
Rosa Nelly Trevinyo-Rodríguez, EGADE Campus Monterrey, México

Chapter 13
Knowledge Management and the Links to Human Capital Management:
Leadership, Management Capabilities and Sustainability ........................................ 221
Marianne Gloet, Abu Dhabi Women’s College, UAE
Chapter 14
Building and Maintaining Human Capital with Learning Management Systems ........................................ 234
  Tom Butler, University College Cork, Ireland
  Audrey Grace, University College Cork, Ireland

Chapter 15
Multinational Companies and Their Link to the Intellectual Capital of Territories: A Proposal
of a Tool to Evaluate the Sustainable Development of the Region through its Intangible Assets......... 249
  Agustín J. Sánchez Medina, University of Las Palmas de Gran Canaria, Spain

Chapter 16
International New Ventures, Organization Structure, and IC Management ........................................... 271
  Irene M. Herremans, University of Calgary, Canada
  Robert G. Isaac, University of Calgary, Canada

Compilation of References ......................................................................................................................... 286

About the Contributors ............................................................................................................................... 328

Index......................................................................................................................................................... 334