Preface

INTRODUCTION

A fundamental question within the Strategic Management field is, “Why do some companies gain a long-term competitive advantage and others do not?” Strategic Management literature has made numerous efforts to construct coherent frameworks that synthesize the different contributions. Among these attempts at synthesis, mentions must be made of the Resources and Capacities Theory. This theory integrates a set of contributions, the focal or starting point of which is the heterogeneity of resources within the companies and their imperfect mobility, which helps to explain the sustained differences in the profitability observed. Intangible resources, such as knowledge, present these characteristics.

Companies and organizations are increasingly more aware of the importance of people and their knowledge for dealing with economic scenarios as complex as those we are seeing today, and of individuals with a capacity for long-term vision and leadership. However, knowledge is not only found in the individuals within companies and organizations but also in the relationships these individuals develop among themselves both inside and outside the company. There is also the knowledge present within the organizational structures and routines, in the company’s policies, and in its organizational culture, among other areas.

The subject area is a combination of knowledge management, human resource management, organizational learning, and intellectual capital.

The goal of this book is to be an international platform to bring together academics, researchers, lecturers, decision makers, policy makers, and practitioners to share new theories, research findings, and case studies in order to enhance understanding and collaboration in issues of knowledge management and human resource management.

Managers must know what knowledge types exist in their organizations and where these are located. To ensure this aim, it is necessary to measure the existing intellectual capital within companies, draw up organizational knowledge maps, and compile intellectual capital reports.

Topics of Interest

The book includes, among other, the following topics of interest for academics and practitioners:

- Competitive Strategy.
- Cultural, Cross-Cultural and Gender Issues.
- Dynamic Capabilities and Routines.
• Business Education and Training.
• Human Resource Management.
• Human/Relational/Social/Organisational Capital.
• Innovation and Knowledge Management.
• Innovation and Leadership.
• Intangible Resources.
• Intellectual Capital Reporting.
• Knowledge-Based View of the Firm.
• Organisational Learning.
• Product and Process Innovation.
• Recruitment Practices.
• Social Networks.
• Strategic Planning and Allocation.
• Technology and Innovation Management.
• Worker Employability and Transferability of Skills.
• Worker Retirement Issues.

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