

**Abstracts of Papers
Presented at the
7th European Conference on
Intellectual Capital
ECIC 2015**

**Technical University
of Cartagena
Spain**

9-10 April 2015

**Edited by
Dr. Juan Gabriel Cegarra Navarro
Technical University of Cartagena
Spain**

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Preface

These proceedings represent the work of presenters at the 7th European Conference on Intellectual Capital (ECIC 2015).

This year the conference is being hosted by The Technical University of Cartagena, Spain on the 9-10 April 2015. The Conference Co-Chairs are Dr. Eva Martinez Caro, Dr. María Eugenia Sánchez & Dr. David Cegarra Leiva from the Technical University of Cartagena and the Programme Chair is Dr. Juan Gabriel Cegarra Navarro also from the Technical University of Cartagena.

The opening keynote address is by Constantin Bratianu, Bucharest University of Economic Studies, Romania on the topic of “A Dynamic Perspective on Intellectual Capital” Dr Scott Erickson from the School of Business, Ithaca College and Dr Helen Rothberg, Marist College, Poughkeepsie, USA will address the topic “Does intellectual capital have a role in making the big strategic decisions?”

On the second day of the conference Dr José Maria Viedma Marti from the Polytechnic University of Catalonia in Barcelona, Spain will talk about xxxx.

The primary aim of this conference is to contribute to the further advancement of intellectual capital theory and practice. The conference provides a platform for presenting findings and ideas for the intellectual capital community and associated fields. The range of people, issues and the mix of approaches followed will ensure an interesting two days.

115 abstracts were received for this conference. After the double blind, peer review process there are 43 academic papers, 13 PhD papers and 2 Masters Research Papers and 1 Work In Progress Paper published in these Conference Proceedings. These papers represent truly global research from some xx different countries, including the Albania, Australia, Austria, Canada, Czech Republic, Espana, Finland, France, Germany, Hungary, Indonesia, Italy, Kazakhstan, Malaysia Netherlands, Nigeria, Pakistan, Portugal, Romania, Russia, Slovakia, Spain Thailand, United Arab Emirates, UK and the USA

We hope that you have an enjoyable conference.

Dr. Juan Gabriel Cegarra Navarro,
Technical University of Cartagena, Cartagena, Spain
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April 2015

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The conference programme committee consists of key individuals from countries around the world working and researching in the intellectual capital community. The following have confirmed their participation:

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Biographies

Conference Co-Chairs



Dr Eva Martínez Caro is an assistant professor of operations management in the Business Management Department, Universidad Politécnica de Cartagena (Spain). She received her degree in industrial engineering in 2000 and her PhD degree in business management in 2005. She served as the Head of the e-Learning Center of the Universidad Politécnica de Cartagena for 5 years. She is actually Vice Dean of the School of Industrial Engineering. Her current research interests include knowledge management, technology-based learning environments and technology management.



Dr. David Cegarra is a teacher at the Universidad Politécnica de Cartagena. His research interests are knowledge management, work life balance and innovation. His thesis analysed the role of the founder's congenital knowledge in implementing a work life balance culture in SMEs. Before joining the University he was the Marketing director of a Technological Center. He has publications in international journals such as Management Decision, The International Journal of Human Resource Management or the Spanish Journal of Psychology.



Dr María Eugenia Sánchez is associate teacher of the Universidad Politécnica de Cartagena. She teaches in degree and postgraduate studies. Her research topics are human resource management and knowledge management. She has publications in high quality international journals. She has also participated in various research projects related to organizational culture, innovation and information technologies.

Programme Chair



Dr Juan Gabriel Cegarra has been a visiting professor at the University of Manchester and at the University of Hull in the UK. His research interests are on the use of knowledge management to help small and medium businesses to become more competitive. During the last few years he has also been dedicating his time to several research projects on the SME

sector (at the European Level) including the congenital learning project. This project was formed by Murcia (Spain) and the Humber region (UK) and was funded by the British Academy of Management.

Keynote speakers



Constantin Bratianu is professor of Strategic Management and Knowledge Management at the Academy of Economic Studies of Bucharest, Romania. He is the Head of UNESCO Department for Business Administration, and Director of the Research Center for Intellectual Capital. His main academic interests are: knowledge dynamics, knowledge management, intellectual capital, strategic management and university management.



Dr Scott Erickson is Professor of Marketing in the School of Business at Ithaca College, Ithaca, NY where he has also served as Department Chair and Interim Associate Dean. He holds a PhD from Lehigh University, Masters Degrees from Thunderbird and SMU, and a BA from Haverford College. He served as Fulbright Research Chair at The Monieson Centre for the Study of Knowledge-Based Enterprises. at Queen’s Business School, Kingston, ON in 2010/2011. He has published widely on intellectual capital, knowledge management, and competitive intelligence and is the Associate Editor for America of the Journal of Intelligence Studies in Business



Dr Helen Rothberg is Professor of Strategy in the School of Management at Marist College, Poughkeepsie, NY. She holds a PhD and MPhil from City University Graduate Center, and an MBA from Baruch College, CUNY. She is on the faculty of the Fuld-Gilad-Herring Academy of Competitive Intelligence and is principal of HNR Associates. She has published extensively on topics including competitive intelligence and knowledge management. Helen’s latest book, with Scott Erickson, is *Intelligence in Action: Strategically Managing Knowledge Assets*, published by Palgrave Macmillan in 2012.



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ment System” and founding partner of M&A Fusiones y Adquisiciones. He is also founding member of “The new club of Paris”, CISC (Comunidad Iberoamericana de Sistemas de Conocimiento) and IAKM (International Association for Knowledge Management). Jose teaches and researches on the subject of knowledge management and intellectual capital management at the micro level and knowledge economy and knowledge based development at the macro level. He is an advisory board member for a number of journals. His current field of interest is focused on the strategic management of knowledge, intellectual capital and intangible assets practical research and he has consulted and developed a number of management frameworks and systems worldwide. His international research has crystallized in practical methodologies such as ICBS, SCBS, CICBS, RICBS and NICBS.

Doctoral Consortium



Dr Daniel Jiménez Jiménez holds a PhD in Human Resource Management from University of Murcia, Spain. He is an Associate Professor of Management at the University of Murcia. His work has been published in the *Industrial Marketing Management*, *Journal of Business Research*, *International Journal of Information Management*, *International Journal of Operations and Production Management* and *International Small Business Journal*. His research interests include innovation, human resource management, knowledge management and family firms. He has also participated in various research projects related to organizational culture, innovation and information technologies. He is actually Vice Dean of the School of Labor and Employment Relations at the University of Murcia.



Dr Anthony Wensley is an Associate Professor of Information Systems and Accounting at the University of Toronto Mississauga and the Rotman School of Management at the University of Toronto, Canada. He is also the Director of the Communications, Culture and Information Technology program at the University of Toronto Mississauga. He has degrees from the University of Cambridge and the University of Surrey in the UK and McMaster University and the University of Waterloo in Canada. His current research interests include issues concerning the implementation and use of enterprise-wide systems, most particularly, Enterprise Resource Planning systems. The principal concern on this research is on how such systems interact and change knowledge retention and use at an organizational and individual level. Anthony Wensley has been published widely in leading journals and has authored a book on Knowledge Based Systems and many book chapters. He has also been the executive editor of *Knowledge and Process Management* for over ten years.

Mini Track Chairs



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Dr Denise Bedford is currently the Goodyear Professor of Knowledge Management at the College of Communication and Information, Kent State University. Her responsibilities include: teaching foundational and elective courses in knowledge management, communities of practice, economics of information, semantic analysis, enterprise architecture, business intelligence, intellectual capital management and information environments. Her current research interests include business architecture, content architectures, futuring, intellectual capital growth, knowledge architectures and knowledge engineering, knowledge economics and markets, knowledge sharing and transfer, multilingual architectures, search system design and architectures, and semantic analysis methods. Dr. Bedford retired from the World Bank as a Senior Information Officer in 2010.



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Harold Harlow teaches MBA/doctoral students in strategic management, Wingate University & Alliant Int University, Charlotte N.Carolina. Management positions at companies such as General Electric,, IBM, QUALCOMM and Rockwell Collins. Snr engineering manager/CEO, vice president/director. Harold researches innovation, KM, discovery and empirical research of innovation's effects on business. Harold has a Doctorate in strategic management (Alliant Int Uni), an MBA in finance (Xavier Uni); engineering degree in mechanical engineering technology (Dayton).

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Sven Wuscher (MBA) is senior researcher in the Division Corporate Management at Fraunhofer IPK, Berlin since 2005. He is also the general manger of the "Bundesverband Wissensbilanzierung e.V." (BVWB) since May 2012 and member of the research group "Arbeitskreis Wissensbilanz", developing and implementing methods and tools for the strategic management of Intellectual Capital.

Malgorzata Zieba, PhD, Eng. is an assistant professor at the Faculty of Management & Economics of Gdansk University of Technology, Poland. She has taken part in several national and international projects. Her scientific interests oscillate around knowledge management and modern concepts of management in SMEs. She has a record of around 30 publications.

Keynote Presentation Outlines

A Dynamic Perspective on Intellectual Capital

Constantin Bratianu

Bucharest University of Economic Studies, Romania

Most of the Intellectual Capital Models are static reflecting only the potential intellectual capital of organizations. I will discuss about a dynamic perspective of the intellectual capital which is based on the organizational integrators. According to this perspective, in any organization we have a potential intellectual capital and an operational intellectual capital. The transformation of the potential intellectual capital into the operational intellectual capital is done by organizational integrators. Integrating this idea with the multifield representation of organizational knowledge, I will present an entropic intellectual capital model.

Does Intellectual Capital have a role in Making the big strategic decisions?

Dr Scott Erickson¹ and Dr Helen Rothberg²

¹School of Business, Ithaca College,

²Marist College

The field of intellectual capital (IC) has made considerable contributions to better managing firms, especially operationally. Much of the research in IC has focused on measuring levels of intangible assets or, in knowledge management, in human resource or information technology solutions to growing these assets. But while the disciplines have always been careful to establish IC as a potential source of competitive advantage, extending the discussion to higher level strategic decisions has had limited attention. Our research has generally focused on this bigger picture, looking to a deeper understanding of intellectual capital and related intangible assets as a conduit for better strategic decisions. Important questions include: What kinds of intellectual capital are necessary for success in an industry? How do you evaluate your IC capabilities vs. the competition? To what degree do you need to protect your IC? How can IC help in evaluating "big picture" decisions such as innovation, market entry, merger & acquisition, and other new strategic directions? In this presentation, we'll review past and current research concerning these topics. We'll also frame the results to help academics and practitioners understand the bigger role that IC can play in competitive decisions.

Diagnosing Nations' Wealth Creation Potential in the Knowledge Economy Context: Reflections on the case of Spain

Dr José Maria Viedma Marti

Polytechnic University of Catalonia in Barcelona, Spain

After an introduction to the approach, the definitions and main characteristics of the knowledge economy the presentation focuses on the following three issues:

1) Looking at the existing relevant literature on knowledge based development, competitiveness, innovation and intellectual capital at the macro level to see which are the principles and theories that guide nations' wealth creation in the knowledge economy context. This part tries to answer two fundamental questions: Who creates wealth? and How is wealth created?

2) Finding a suitable methodology or framework in order to enable an in-depth diagnosis of a nation's wealth creation potential, with the aim to aiding the definition of a possible vision, objectives and lines of action to embrace in order to enable innovation and sustainable economic growth.

3) Applying a suitable methodology or framework for an in-depth diagnosis of the wealth creation potential of Spain and using the insights given by the in-depth diagnosis for shedding some light on the future economic development possibilities and on lines of action to be taken. The presentation is original because it focuses on the fundamental role of the strategic management of intangibles at the macro level for sustainable wealth creation in the knowledge economy context.

The reflections arising from the presentation have mainly practical implications and will guide in the decision making process not only for savers and investors but also for government and institutional authorities.

Keywords: Wealth, competitiveness, innovation, intellectual capital, intangibles, knowledge based development, nation

Doctoral Consortium Outline

Intellectual Capital Doctoral Consortium (chairs and discussants)

Anthony Wensley¹, Alexeis Garcia² and Daniel Jimenez³

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²University of Coventry, UK

³University of Murcia

The ECIC 2015 Doctoral Consortium will take place as part of the 7th European Conference on Intellectual Capital in Cartagena, Spain. The Consortium aims to broaden the perspectives and to improve the research and communication skills of these students. This forum will provide PhD students an opportunity to share and develop their research ideas in a critical but supportive environment, to get feedback from mentors who are senior members of the intellectual capital and knowledge management research community, to explore issues related to academic and research careers, and to build relationships with other students from around the world. All proposals submitted to the Doctoral Consortium will undergo a thorough reviewing process with a view to providing detailed and constructive feedback. The international program committee will select the best submissions for presentation at the Doctoral Consortium and the best proposal will be published in the conference proceedings and in a special issue of Knowledge and Process Management published by John Wiley & Sons, ISSN: 1099-1441.

Research Papers

Dominant Logical in the Workplace for the Natural Selection of Organizational Movement

Bob Barrett, American Public University, Charles Town, USA

Abstract: How do organizations grow or shrink could possibly be affected by the way data is permitted to flow from various channels throughout the organization or be limited to certain departments. Bettis and Prahalad (1995) discussed in their seminal article on the impact of “dominant logic” as a tool that management used to “filter data” or rather as a form of possible control of the communication process in today’s organizations. It could be argued that the control of, or rather the limitation thereof, certain types of data not only has an impact on the organizational culture as a whole, but could possibly have a similar effect on the development of the Intellectual Capital. There may be a variety of reasons why the leadership may need to, or want to, limit data to various members of his or her organization, which can also lead to future cases studies. However, in this particular review of the literature, it is the intent of this paper to look at the impact of leadership style and impact of organizational culture may have on the application and functioning of dominant logic in organization, in particular, in past practices and focus on areas where there is a need for perhaps further investigation or training needed. Specifically, the impact of leadership style and how the leader approaches his or her leadership responsibilities can affect how the organization grows, continues with the status quo or perhaps starts to perish in various points of its organizational growth. In addition to the movement of data in general, dominant logic can be affected by the perceptions of the leader in charge of the organization at various stages of its growth. While many organizations may have proposed, or espoused, methods of control and review, some of these steps may be by-passed by various key players in the organization, as well as affected by the organizational culture in place at a given time and place. Another key factor to consider in the context of dominant logic’s impact is economic growth, specifically when economic times may dictate that the leadership may have to change courses in his or her strategies in order to accommodate changing economic times. Thus, the leadership, organizational culture, and economic status of the organization can all play important parts in the strategic and organizational control of dominant logical in the workplace in terms of how the natural selection of movement of grow will be permitted or controlled to evolved. While businesses may be made-made and influenced, there may be a potential lens to view this development as evolutionary nature and perhaps a Darwinistic perspective of natural selection of the leader and organization may be applicable in the context of the role and function of dominant logic in the workplace and how it has helped or hindered organizational growth.

Keywords: dominant logical, organizational culture, leadership

Intellectual Capital Thresholds and the Maturity of Knowledge Cities

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Abstract: A knowledge economy is dependent upon knowledge markets and knowledge transactions which involve both the production and the consumption of intellectual capital. A knowledge economy continually increases the production and consumption of knowledge and intellectual capital. In a healthy knowledge economy, producers and consumers continuously invest in intellectual capital. Knowledge transactions are the heart of a knowledge economy and can only be monitored and tracked at a neighborhood or city level. This paper describes a new Knowledge Index for Cities that includes six facets that incentivize knowledge transactions, including: business environment, societal regime, civic engagement, environment, human ecology and the cultural context. The research describes how the Knowledge Index facilitates and monitors citizen engagement. The research describes how the Index can be applied to a city to assess its maturity as a knowledge city. Cities in Ohio are used as examples for the Knowledge Index.

Keywords: knowledge economy, knowledge city, citizen engagement, knowledge transactions, knowledge indexes, knowledge city maturity levels

Architecture and Design of a Knowledge Index for Cities

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Abstract. There is a rich literature on the design, development and implementation of knowledge economy indexes. Existing indexes are designed to provide policy makers with information for decision making. The architectural design of existing knowledge indexes reflects this decision making focus in that they are statistical indexes constructed around one-time data aggregations. This paper describes an architecture for a different kind of knowledge index for cities. It describes an

architecture that supports continuous data harvesting and curation, a persistent registry and repository, a robust analytical engine that supports on-demand and standard reports, a rich gallery of interactive maps and links to social media to support citizen engagement. The fundamental difference in architectures derives from different goals. Historical knowledge economy indexes are designed to describe developing countries progress towards a knowledge economy. The Knowledge Index for Cities is designed to support cities and their citizens as they transition to the knowledge economy. The Knowledge Index accommodates harvestable, adaptable and unique observational data sources. In addition to an innovative architectural design, the paper describes a methodology for implementing a Knowledge Index for a city.

Keywords: knowledge economy, knowledge cities, knowledge citizens, citizen engagement, data curation, harvestable data, use cases

How Small KIBS Companies Manage Their Intellectual Capital? Towards an Emergent KM Approach

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Abstract: The growing interest in Intellectual Capital management and Knowledge Management is now reaching small companies, especially those in the Knowledge-Intensive Business Services (KIBS) sector. This paper aims to explore this issue, starting from the assumption that a planned and systematic approach to KM, as is used in large companies, is rarely applicable in small organizations. It is more likely that small companies adopt an approach to KM that could be defined as “emergent”, i.e. KM is not planned rationally and in advance, but emerges and is developed along with time. In the paper, the concept of emergent KM approach will be defined and discussed, and three research questions will be examined: a. Is it possible to detect an emergent KM approach in the practice of small KIBS? b. If so, why small KIBS companies follow an emergent KM approach? c. What particular features this approach can have in those companies? The study is based on the results of a qualitative survey involving several owners and managers of small companies operating in the KIBS sector. The survey uses the case study method, and gives grounds for a preliminary analysis of emergent KM approach in small companies offering KIBS. The findings confirm that it is easy to find small companies adopting an emergent approach to KM: in the analysed cases there were no formal KM plans, despite the fact that they have all introduced various KM practices. This shows that there can be the need to define KM approaches that better fit smaller companies. Two possible implications for manag-

ers arise. First, although an emergent approach may be seen as unplanned, companies should at least learn how to be aware of their KM practices that “grow from the bottom”, and how to develop and establish them properly. Second, for executives to be able to recognize emergent KM practices, notions and elements of KM need to be introduced in their business background and professional education (e.g. how KM fits into an organization, what KM processes are, what KM tools and practices exist). This may be especially important for executives and owners of small companies.

Keywords: knowledge management, KIBS, emergent KM approach, case-study analysis

Relationships Between Organizational Identity and Corporate Reputation: Management Challenges

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Abstract: Based on intellectual capital models and reports, companies identify and define Organizational Identity and Corporate Reputation as strategic intangible assets capable of generating sustainable competitive advantages. From an interpretative perspective, Organizational Identity is the result of a social process of self-description and it reflects employees' general agreement on “who they are as an organization”. From a perceptive paradigm, Corporate Reputation is the result of a social process that occurs on the stakeholders' level and it reflects their perception on “what the organization assumes to be”. We propose a theoretical and empirical analysis, based on the case study strategy, of the relationships and differences between these two concepts. We aim to highlight the variables that are critical for managing a company's Intellectual Capital.

Keywords: corporate reputation; intangible assets; intellectual capital; intellectus model; organizational identity; social capital

The Effect of Work Life Balance on Business Results in Industrial SMEs

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Abstract: The topic of work life balance (WLB) has received increasing attention in the scientific literature. However, very few studies have examined the effect of having a WLB culture on HR outcomes and organizational results in SMEs. This research fills this gap in the literature by examining the main effects of having a WLB culture on employees' commitment, satisfaction, turnover intentions, productivity and firm results in small organizations. To achieve this we conduct an empirical analysis with two samples (employees and managers) from an industrial sector in Spain. Contributions and implications for practitioners are explained in last part of the article.

Keywords: work life balance, commitment, job satisfaction, turnover intentions, productivity, organizational results

The Relationship Between Intellectual Capital and Information Technology: Findings Based on a Systematic Review

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Abstract: The world is experiencing a knowledge-based economy with a revolution in information technology, innovation, and telecommunications. The rise of the "new economy", driven by information and knowledge, has led to an increased interest in intellectual capital theory, which aims to manage intangible assets of organizations. Firms belonging to technology and knowledge-based industries recognize intellectual capital as the key knowledge base that contributes to the creation of a competitive advantage for the firm. This paper aims to answer the question "How are Intellectual Capital (IC) and Information Technology (IT) related?" through a systematic review based on four steps: 1) search conduction; 2) selection of papers based on their titles and abstracts; 3) content analysis of selected papers; 4) evidence mapping and discussions. The analyzed papers were categorized into five themes: "Statistical analysis or case study in IT companies from the Intellectual Capital perspective"; "IT as a tool for Intellectual Capital Management"; "Intellectual Capital or technology knowledge assets influencing

innovation and development", "Intellectual Capital assets to evaluate a technology" and "Intellectual Capital theory as a way to understand and share knowledge in IT projects". Our findings evidenced that the Human Capital was the main dimension studied by the authors, followed by Structural Capital and Relational Capital. We believe that this work may help to clarify on Intellectual Capital Management procedures into Information Technology projects, thus opening new topics for future research.

Keywords: intellectual capital, information technology, systematic review

The Impact of Socio-Economic Setting on the Financial Behaviour in Cooperative Companies

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Abstract: The management of cooperative companies has been increasingly interested in the economic and social role of these companies in current economic systems. Cooperatives tend to establish closer relationships with different agents located in their nearest environments. These companies act as suppliers of services to overcome some weakness in the productive sectors in which they participate. Despite the intense relationship of the cooperative with its environment, previous studies have not considered this relationship. From the financial perspective, our study analyses the mechanisms from which the location and the interaction among economic agents influence the cooperatives. To get this purpose, we develop an empirical application based on a sample of 4.825 Spanish cooperatives and non-cooperatives over the period of 2009-2012. With this sample, we apply panel data and estimate the environment effects (location and interaction) on the productive structure of cooperatives and non-cooperatives. We obtain significant coefficients associated with the spatial structure, thus verifying the relevance of the spatial factors in the financial behaviour of the cooperatives. In addition, we include sector, size, age variables to test how they influence the productivity.

Keywords: productivity, cooperatives, partial adjustment model, panel data

Knowledge Portfolio Optimization: A Multi-Criteria Competency-Driven Approach for Enhanced Innovation Capabilities

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Abstract: The knowledge-based view of the firm underlines the role of knowledge as the most strategic asset to gain and maintain competitive edge. In a context of acute competition, firms are required to adequately answer to growing internal and external pressures, by efficiently exploiting, acquiring and developing new knowledge. As a consequence, companies face difficulties to hire the right individuals to perform a specific assignment at a given point in time. Additionally, highly knowledgeable workers, who are specialized in advanced technical areas, are not necessarily equipped with the competences required to perform certain essential activities. In this context, there is a need for further research in the field of intellectual capital management, in order to help firms better identify, assess, develop and efficiently mobilize knowledge workers' skills and competences. The purpose of this research is two fold. First, it explores existing literature on competency-driven approaches as well as on dynamic capabilities. Based on this review, it proposes a comprehensive framework for knowledge portfolio optimization. Second, the study examines ways and means through which a competency-driven approach acts as a lever of internal dynamic capabilities. The study is based on a field research conducted within an engineering environment. A multi-dimensional competency management method is developed and takes into account the various strategic configurations of the studied departments. Challenges emerging from incorrect identification, assessment, and evolution over time of required competences are discussed. This paper contributes to research in the field of organizational learning, by introducing an operational competency-driven method, and addressing performance implications. This study thus aims to reach out corporate policy makers and field practitioners by investigating, highlighting, and further supporting the significant role of evolutionary competences in capability-enhancing approaches. In particular, the integrative approach described in this study aims to enable team managers to identify opportunities for competency development. For this reason, the study contributes to advance organizational learning designs.

Keywords: knowledge-based view, competence, activities modeling, dynamic capabilities, organizational learning

The Technique for Assessment of Intellectual Capital of Kazakhstan Organizations

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Abstract: The article describes the main methods of valuation of intellectual capital, which cover a system of indicators characterizing the quality parameters. These assessment methods which evaluate the intellectual capital of Kazakhstan organizations, affect the efficiency, profitability and market capitalization of the company. A necessary condition for the modernization of Kazakhstan's economy is the growth of innovation performance of the company, which largely depends on the development of intellectual capital. Assessment of intellectual capital is an effective tool in the management of innovative development of the company. Therefore, development of methods for the assessment of intellectual capital in the innovation activities of Kazakhstani companies is important.

Keywords: intellectual capital (IC), intellectual capital of organizations (ICO), methods of valuation of intellectual capital, market capitalization method, Tobin's Q

A Longitudinal Look at Strategy, Intellectual Capital and Profit Pools

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Abstract: Explores the link between the disparate fields of knowledge management, intellectual capital, competitive intelligence, and strategy. Using an existing profit pool study of the digital economy, looks at the key industry sectors involved and their revenue levels and profit margins. These data include results from both 2002 and 2010. The profit pool observations are then compared with additional data on intangible assets (knowledge and related assets) and competitive intelligence activity in each sector. Explores but generally dismisses the idea that sector revenue and/or profitability might be linked to high levels of intangibles. Similarly, demonstrates that the link between sector revenue and/or profitability and competitive intelligence activity may be generally weak (though pronounced in some specific high-growth circumstances). Alternatively, does provide some

guidance for more in-depth study, identifying the knowledge strategies necessary for success across sectors as well as what competitive intelligence attitude may be needed to move from one sector into another.

Keywords: knowledge management, intellectual capital, competitive intelligence, profit pools, strategy

Mediating Effects of Trust: Knowledge Sharing in a Large Professional Service Firm

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Abstract: Effective utilization of intellectual capital hinges on valuable information and knowledge being shared throughout the organization - knowledge of who to turn to for help, of best practices, of innovative solutions, or of lessons learned from less successful endeavours. However, many organizations face significant challenges in promoting effective information and knowledge sharing among employees and there is little evidence-based guidance from empirical research studies. Information and knowledge-sharing interactions are embedded in multifaceted social contexts, influenced by several different social and cognitive (human) factors. A better grasp of these complex factors is needed to help organizations build on past experiences, respond more efficiently to emerging problems, develop new ideas and insights, and avoid reinventing solutions or repeating prior mistakes. This paper extends the findings of a large empirical study of organizational knowledge sharing, which examined the interplay of several notable social and cognitive factors, including trust, shared language, shared vision, tie strength, homophily, and relationship length. Initial data analysis examined the direct, relative, and collective effects of social and cognitive factors on organizational knowledge sharing factors (Evans, 2012). The results showed co-worker trust as having the strongest statistical influence on each factor used to operationalize organizational knowledge sharing: willingness to share knowledge, willingness to use knowledge, and perceived receipt of useful information/knowledge (Evans, 2013). This paper presents the results of a secondary data analysis, which examines whether perceived trustworthiness in co-workers acts as a mediating variable between the previously mentioned social/cognitive variables and knowledge sharing factors. Data were collected from 275 knowledge workers (legal professionals and paralegals) engaged in shared legal project work, at one of Canada's largest multijurisdictional law firms. The nature of their work required a significant reliance on co-workers, across offices nationwide, for both explicit and tacit knowledge. The nature of projects allowed respondents to objectively evaluate the outcomes, gaining a better sense of the perceived effects of knowledge

shared. A method outlined by Baron and Kenny (1986), which includes hierarchical multiple regression analysis, was used to test for the mediating effect of trust. This study is one of only few to measure the role trust plays in mediating the relationship between different social/cognitive factors and knowledge sharing. Previous studies have examined this effect with far fewer factors, or with a much less inclusive conceptualization of knowledge sharing. The results show that, when perceived trustworthiness was high in the referent co-worker, there was less need for the respondent and the co-worker to have a shared vision. Alternatively, when there was less trust between co-workers, shared vision was required for them to participate in effective knowledge sharing. Trust also had a mediating effect between shared language and knowledge sharing, but only in relationships between respondents and co-workers they felt they worked well with.

Keywords: mediating effects of trust: knowledge sharing in a large professional service firm

Embracing Micro-Foundations of Organizational Routines: A Dynamic Perspective on the Strategic Management of Intellectual Capital

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Abstract: The role of knowledge resources in inter-organizational relationships and their impact on knowledge flows has been extensively researched in the previous decade: knowledge spillovers and intellectual capital transactions reportedly play an important role in the firm's ability to derive valuable benefits from partnerships, networks, alliances as well as co-opetitive relationships. However, research in the field of knowledge management and intellectual capital exclusively focuses on intra-firm processes. This sets the background of previous literature, from which emerges a lack of integrative research examining the creation and management of intangible assets both within and beyond a firm's boundaries. This paper responds to calls for the development of academic contributions adopting micro-foundations perspectives. Its purpose is twofold: first, it aims to provide a first representation of the extent and level to which a firm's intangible knowledge assets are grounded in micro-foundational phenomena. Based on the knowledge-based view of the firm and existing research on firm level capabilities emerging from routines, a new framework is proposed, encompassing individuals' interactions, behaviors, skills and abilities. Second, it proposes to use organizational routines as well as strategic management research literature to explore,

review, and develop micro-foundational opportunities and application perspectives for current and future intellectual capital management research. Empirical observations in a case company are used to illustrate the expression of routines in relation to organizational processes and individual level mechanisms. This article embraces micro-level challenges and issues, thus attempting to advance knowledge management research through a new theoretical lens. In this regard, the development of a conceptual framework encompassing micro-level dynamics, routines and knowledge processes allows to address operational implications for human capital researchers and practitioners. The analysis of the role of individuals in a micro-foundational perspective, enables to enhance and enrich current understanding of routines related knowledge mechanisms (i.e. knowledge acquisition and management), and, more specifically, aims to enhance professionals' ability to shape, adopt, and adapt relevant managerial practices.

Keywords: knowledge processes, routines, micro-foundations, dynamics, capabilities

The Power of Social Media in Fostering Knowledge Sharing

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Abstract: Social media is no longer a negligible phenomenon; tools like Facebook, Blogs or YouTube have taken the world in a storm. Social media has become a mainstream, modified personal relationships, allowed individuals to contribute to number of issues and generated new possibilities and challenges to facilitate collaboration. Organizations have urgent need of not only focusing on innovation of new products and services, but also paying specific attention to effective knowledge sharing, which is of vital importance for their success. The potential advantage of embracing and implementing social media is enormous. Although the interest in social media is increasing, on the one hand knowledge workers and managers are waiting to get involved in this collaborative world, because they may not feel motivated or may not be aware of the advantages of using these tools for work purposes. On the other hand, organizations do not tend to allow their employees to use social media technologies because they may be concerned about the risks and consequences of a potential misuse. Our exploratory survey investigates how internal or external (available through official internal network) social media technologies are being used for knowledge sharing during work or for professional development. The study was accomplished with the help of enterprises and institutions operating in Hungary from profit and non-profit sectors, applying quantitative research methods. In total 299 individuals (white-

collar workers, middle level managers, top management) participated by completing the online, web-based questionnaire. The results have shown that Hungarian organizations prefer not to allow the usage of external social media; but where the employees are supported to reach these tools, high proportion of the people utilize them. The paper provides recommendations to the organizations how to foster motivating employees for using social media technologies for work purposes in knowledge sharing. In the discussion, a short summary of our empirical study, managerial implications and new research direction are presented.

Keywords: knowledge, knowledge sharing; social media; business

The Mediating Role of Human Capital in the Relationship Between the Organizational Culture and Performance

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Abstract: In an increasingly competitive environment excellence has become a key factor for survival of the organizations. The Excellence Model of the European Foundation for Quality Management (EFQM) provides guidance for companies that wish to achieve excellence and to get better organizational results. Among factors that allow companies to achieve excellence and gain a competitive advantage are the organizational culture (Metri, 2005) and human capital (Wright, McMahan, & McWilliams, 1994), as key components of intellectual capital. The objectives of this research are firstly, to analyze whether the type of organizational culture that facilitates the successful implementation of the EFQM model (Culture of Excellence) also promotes the development of human capital to improve organizational performance, and, secondly, to study whether this human capital exerts an effect on the performance. To this end, it is proposed a model whose relationships have been tested using structural equations and in which organizational culture and human capital are classified according to Cameron and Quinn (2005), and Lepak and Snell (1999) respectively, and organizational performance has been measured by EFQM Excellence Model. The sample was obtained from the SABI database and data was collected through a structured questionnaire via webpage. 200 valid questionnaires were obtained that were answered by 4 managers of each of the 200 organizations. The results of the empirical analysis support the established relationships and also confirm the findings of previous studies, according to which human capital is a source of competitive advantage and is a key intangible variable for improving results.

Keywords: intellectual capital, human capital, organizational culture, efqm excellence model, organizational performance, structural equations model

Intellectual Capital in Manufacturing and Services Firms of the Dominican Republic: An Exploratory Approach

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Abstract: This paper analyzes 64 variables related to Intellectual capital of manufacturing and services firms of the Dominican Republic. In addition the study included 10 control variables related to characteristics of firms, and 10 variables on firms' performance, for a total of 84 variables. The main findings show that business performance in manufacturing firms mainly relies on relational capital and depend on a lesser extent on human capital, and that innovative performance depends on a closer relation between human and structural capital. In the case of services firms, both business and innovative performance rely on structural and relational capital pointing out the role of suppliers as a potential source of innovations.

Keywords: intellectual capital, Dominican Republic, manufacturing and services firms

Learning Preferences of Millennials in a Knowledge-Based Environment

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Abstract: This paper discusses how understanding intergenerational knowledge transfer can improve knowledge transfer in large organizations. The U.S. Federal Aviation Administration (FAA) risks significant loss of institutional human capital as huge numbers of senior controllers retire. To perform their job, air traffic controllers must develop in-depth knowledge, including tacit knowledge typically acquired over many years, so they can quickly make accurate decisions while dealing with the many air traffic control (ATC) situations that arise. The only pool available to replace the retiring controllers is the Millennials. This group, the best educated ever, has its own attitudes toward life, work, and training as well as technology use. Because knowledge transfer and training involve both technology and human interaction, this paper explores not only the role of technology but also that of intergenerational communications in both the training and operational environments of a highly technical workplace.

Keywords: knowledge transfer, training, tacit knowledge, mentoring, mobile smart devices, communications

Strategies for Social Media: Linking Vision, Mission and Goals With Metrics

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Abstract: An initiative such as social media requires firm-level strategies that should be modified to match the company's strategic vision, mission and goals. Development of the new ICT (Web 2.0/3.0, collaborative technologies 2.0, social networking tools, wikis, internal blogging, etc.) asks stakeholders (customers, employees and shareholders as well as other interested parties, including competitors) to share knowledge through collaboration and critique in an unfiltered environment. While this enables instant two-way communication, the clarity and firm performance enhancing usefulness of the communication is often distorted by lack of fact checking and shouters who control the medium. This paper looks to the general business strategies and concepts and current academic literature to present how social media has evolved and connect how social media may differ from the prior approaches to connecting with stakeholders. Paper Relevance: This paper is directed toward the themes of the conference with my approach being one of determining the connections necessary between firm strategies and performance metrics-especially product innovation and knowledge capture-and gain measurable results from the use of social media.

Keywords: social media strategies, strategic vision, mission and goals, social media metrics

A Semantic Knowledge Management System Framework for Knowledge Integration From Mobile Devices

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Abstract: Knowledge is considered, as one of the primary resources for organizations to stay innovative, competitive and develop a sustainable growth trajectory. Crucial knowledge related activities that help organizations to enhance their knowledge base, exploit it efficiently and create values are knowledge integration (KI), knowledge Preservation (KP) and knowledge utilization (KU). Effective KI, KP and KU throughout the organization are essential for its productivity, innovation, and performance improvement. Lately, organizations are facing enormous challenges in efficient integration and sharing of knowledge created by employees while they use their mobile devices for work purposes. Mobile devices and smartphones have become an extension of employee's work environment and

increasingly complementing office desktops, notebooks and stationary telephones. This transition is taking place primarily due to their ubiquitous availability, convenient size, reduced cost and simplicity in use. Moreover, technological advancement, better operational systems and ever-increasing quantity of apps ascertain that this trend will continue in the foreseeable future. Professionals use mobile devices actively and create valuable knowledge in the process. Lack of proper integration of these devices with the organization's knowledge management system creates a real problem of having access to this knowledge at a later stage. Important to note that due to real-time nature and its value in existing decision-making process, part of this knowledge is precious and requires particular attention in today's heightened competitive world. This paper proposes a semantic knowledge management system (KMS) framework architecture for transferring and integrating knowledge from mobile devices to organization's knowledge repositories. The proposed framework uses semantic technologies, distributed storage and processing of data, machine learning tools and artificial intelligence agents as foundational technological tools. The paper also posits that organizations should pay serious attention to the knowledge produced using mobile devices since a part of this knowledge is relevant to real-time operational, strategic, and market knowledge.

Keywords: knowledge utilization, knowledge integration, mobile knowledge use, semantic knowledge management system, knowledge assimilation, semantic knowledge application

Building Intellectual Capital by Generative Listening and Learning From the Future

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Abstract: The purpose of this paper is to present two concepts, which can be well combined in order to build intellectual capital in organizations. The method of ***generative listening*** is described as a listening from the emerging field of future possibility and transformative conversation. It can be seen as the ability to generate or transform one's own understanding and furthermore it can generate a new space of instructional activities. This type of listening moves beyond the current field and connects us to an even deeper realm of emergence. Peet et al describe it is a process of storytelling, listening, dialogue, and documentation that helps to identify and document the tacit knowledge embedded within key learning experiences. By having students generatively listen to one another, they learn how to surface, identify, and document their own and each other's' tacit capacities, strengths, and skills (Peet et al 2011). A very similar approach, the method of

generative knowledge interviewing can be seen as a method of tacit knowledge retrieval, validation and sharing. Roughly speaking, classical learning theories argue that we learn from our past experience and adapt accordingly to cope with the future. Besides the classical theories several authors are proposing a second source of learning, thus a second source for knowledge creation: Learning from the (emerging) future (Greenleaf1977, Jaworski1998, Senge2005, Scharmer2013). ***Learning from the future*** signifies a heightened state of attention that allows individuals and groups to operate from a future space of possibility, in which they drop the non-essential aspects of the self and open themselves to new aspects of their highest future possible future self. It is an approach that builds on sensing, presencing and prototyping emerging opportunities. Our paper will be structured in three main parts. First, we will describe the two concepts laying a strong focus on the aspect of knowledge creation and building intellectual capital. Second we will shortly introduce Bewextra (Kaiser et al. 2014) which is a methodology and framework we have developed in the last two years and which uses the concept of generative listening as well as learning from the future. Finally we will present the most important outcomes of two case studies – one with pupils in an Austrian school and another one with Austrian bakers – where we have practically applied Bewextra and point out the potential for building intellectual capital by generative listening and learning from the future.

Keywords: intellectual capital, knowledge management, learning organization, learning from the future, generative listening

Challenges in the Intellectual Capital Evaluation for Dynamic Distributed Software Development Teams – DD-SCALE Program in Progress

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Abstract: The scope of this study is set to examine the current disruptive revolution in software industries caused by digitalisation and globalisation, which is altering how knowledge work and related sourcing network is organised. This transformation profoundly affects the evolution of ICT products and services and the ways intellectual capital assets are used and organised as well as how knowledge work in diverse teams, different organisations and sourcing networks is conducted. The acquisition, creation and sharing of collective intelligence through social networks and knowledge communities are crucial factors for success and will be investigated through the study of distributed teams involved in software

development (SD). The objectives of the DD-SCALE programme presented in this paper are to acquire knowledge about the competencies and tools of SD companies in assessing knowledge work operations, especially when they use comprehensive evaluation systems, create new work practices and manage dynamic distributed sourcing network operations in global value constellations. Concerning the practical outcomes the study aims to create a new scalable framework for evaluating the efficiency and performance of SD work taking place on multisite settings – this will lay the groundwork for the DD-SCALE. Secondly, the experience and knowledge gained by using of performance measurement tools and new work practices should allow the development of managerial methods and practices for use by those company representatives responsible for maintaining a company’s expert skills and competencies. Thirdly, the work expertise practices that are implemented in collaboration with participating companies will provide guidance to international knowledge work settings and help to analyse offshoring, nearshoring and onshoring decisions in global value networks. Case evidence from the challenges the four leading Finnish SD companies face will be introduced. The selected case companies are leaders in their industry and possess high-performing software teams that are focused on scaling up their operational excellence and innovation performance in new distributed settings in order to sustain competitive advantage. DD-SCALE is a co-creation research programme that has funding from 2014 to 2016 to concentrate on company-specific development projects. The programme combines the knowledge and ability of three academic institutes, four SD companies and the leading Finnish technology and innovation funding agency, Tekes, in the desire to improve their performance in global SD work. The programme will also assist in formatting industrial policy settings to improve the Finnish ICT sector’s understanding of SD’s changing sourcing environment, detect their competencies in executing this work in different work settings and enable dynamic sourcing through multiple sites.

Keywords: intellectual capital, social networking, knowledge management, software industry, distributed software engineering

ICM in the Public Sector of Pakistan: Theoretical Framework for ‘Third Wave’

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Abstract: The importance of intellectual capital (IC) as a source of business success is acknowledged both academically and professionally. Throughout the world, corporate sector realised the importance of IC during the 1990s’ and started to utilise IC to gain competitive advantage over competitors. Globally public

sector too, is under continuous pressure from various stakeholders for performance improvement. Public sector, just like corporate sector is also utilising IC in various ways and it is being argued that IC as a strategic resource can also help in improving the performance of this sector. However, research on IC in public sector is still very scarce, and especially, in the context of developing countries, almost non-existent. Literature suggests that IC is currently in the third wave (stage) of its development. The third wave of IC research advocates the complexity and idiosyncratic nature of IC and stresses on researching 'IC in action' i.e., intellectual capital practices and managerial implications rather than measuring it. This theoretical paper aims to explore IC phenomenon in the knowledge intensive public sector organisations of a developing country (Pakistan), keeping in view the third wave of IC. It raises the issues of IC role in value creation or destruction in the public sector and practices associated with the IC, in organisations which do not have IC management strategies in black and white however, through their practices these organisations are managing it. It also develops a theoretical framework which proposes to study the IC practices of the public sector organisations through constructivism, and performative IC lenses in order to grasp the complexity of conceptualising the IC, particular nature, failure of generalisation of the IC grand theories, and development of the third stage of IC. This theoretical framework focuses on understanding the phenomenon and its role in public sector organisations. The framework contributes towards the third wave of IC research in the specific context of public sector organisations in a developing country and by adopting an appropriate methodology, the practices and implications of IC can be better comprehended through this framework. This can also be useful in developing IC management strategies in the public sector organisations.

Keywords: intellectual capital, public sector, IC practices, value creation

Intellectual Capital Statements as a driver for Regional Development

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Abstract: The definition of Intellectual Capital (IC) and the methodology of creating Intellectual Capital Statements (ICS) in small and medium-sized enterprises (SME) as well as in larger companies and organizational networks have been adequately researched over the last years. The experience gained from more than 1.000 implementations of ICS in European companies has been utilized to derive a standard set of 15 IC factors according to the common categorization into Human Capital, Structural Capital and Relational Capital, which is stable and mainly applicable on the company-level. Since the concept of IC on the company level has

been established, first investigations have started to come up with different concepts of IC and ICS on the regional level. These concepts show that both, the definition of IC and the procedure for implementing ICS on the regional level, are not adequately investigated yet though. Therefore, the requirement is to develop and test a stable regional IC concept, meaning a suitable definition of IC and an adjusted procedure for implementing ICS on the regional level. Against this background, the paper at hand seeks to illustrate a conceptual framework for determining and measuring IC on different actor levels (micro, meso and macro level). The illustration of the conceptual framework is based on a literature review of four different regional IC concepts from Germany and of further existing Intellectual Capital concepts on regional and national level. The findings indicate that the definition of IC and the procedure of implementing ICS on the regional level are not adequately investigated yet and an adapted procedure with a balanced combination of quantitative measurement and qualitative assessment of IC is required. The paper introduces a preliminary set of harmonized IC success factors for regions based on a recent survey and workshop with more than 65 representatives from the local and regional level in Germany carried out in September 2014. Furthermore, the paper discusses possible approaches of procedures for implementing Intellectual Capital Statements on the regional level, which is and will be investigated further on in current and planned research projects.

Keywords: Regional Intellectual Capital, Regional Intellectual Capital Statement, Regional Development

Internal Communication, Intellectual Capital and job Satisfaction: A Structural Model Applied to a Credit Union

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Abstract: Given the current scenario of marketplace instability and uncertainty, the way companies conduct and manage their intellectual capital is crucial. Numerous studies have highlighted the role of intellectual capital as a key driver of organisational performance due to its importance as an asset in the value creation process, yet few have analysed the relationships between internal communication, intellectual capital and job satisfaction. Considering the relevance of knowledge management and intellectual capital in the service sector, namely in the banking system (Curado 2008; Starbuck 2002), this study aims to assess the structure of intellectual capital in a Brazilian Credit Union, and how it relates to internal communication and job satisfaction. To accomplish this objective, a struc-

tural model, based on Longo and Mura (2011), was developed and tested on a sample of 109 employees from a particular branch of the union. Results confirm the three-dimensionality of the Intellectual Capital construct and that job satisfaction, as well as internal communication, are constructs separate from intellectual capital and should not be confused. In fact, internal communication may be considered as an antecedent of intellectual capital, whereas job satisfaction is a consequence. Furthermore, results suggest that intellectual capital plays a mediation role in the relationship between internal communication and job satisfaction. Nevertheless, the framework presented in this paper is not without limitations. Firstly, the sample size and the fact that it is a case study requires caution regarding extrapolation of conclusions. A second limitation has to do with the measurement of Relational Capital, as items employed have shown to be problematic in terms of convergent validity. Nevertheless, this study holds great potential for the strategic management of human resources in banking, in particular credit unions, which is a prime concern for bank administrations, bank branch collaborators, and society at large. To the best of our knowledge, this is the first study to model the interrelationships between internal communication, intellectual capital and job satisfaction in a credit union, an organisation with particular structural and strategic features resulting from its external customers being members and owners.

Keywords: internal communication, intellectual capital, job satisfaction, credit unions

ICTs and Relational Learning in Networks as Drivers of Green Innovation and Customer Capital: Empirical Evidence From the Spanish Automotive Industry

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Abstract: For the purposes of our research, we use the concept of information technology (IT) infrastructure, defined as the shared IT capabilities that enable the flow of knowledge in an organization to be supported. In this category we include a set of technological resources, both hardware and software applications, which support different utilization characteristics of knowledge and relational learning (RL) activities, such as: business intelligence, technologies for collaborating and distributing knowledge, knowledge generation and storage, and support hardware for these technologies. An emerging stream of research on IT and RL seeks to guide the application of technologies that support RL. IT is involved in the vari-

ous knowledge management processes, which include knowledge creation. A great variety of procedures, tools and activities may act as a support to the knowledge generation and creation process. IT contributes to sustainable competitive advantage through its interaction with other resources. Recent literature suggests that RL is a process that plays an important role in enhancing a firm's capabilities and competitive advantage and which may benefit from the judicious application of IT. It has also been argued that for firms to be successful they must complement IT with RL. This study aims to assess the role played by information technology (IT) in relational learning activities (RL). We also examine how IT and RL influence both green innovations (GI) and the development of the customer capital (CC). These relationships have been tested via an empirical analysis carried out with a sample of industrial companies belonging to the Spanish automotive industry. Our findings allow us to confirm that IT acts as an enabler of the RL process and influences on the development of GI, which allow the achievement of a better customer capital (CC).

Keywords: knowledge management, ICTs, relational learning, green innovation, customer capital, partial least squares

The Effects of Organizational Culture Typologies on Unlearning and Innovation Capabilities

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Abstract: Organizational unlearning and innovation mechanisms are becoming crucial factors in obtaining competitive advantage within the current business environment. Our research model employs the Competing Values Framework (Cameron & Quinn, 1999) to explore empirically the influence of an organization's own cultural typology on both unlearning and innovation. Furthermore, we assess the link between organizational unlearning and innovation outcomes. Our hypotheses were tested using a sample of 145 firms drawn from the Spanish automotive components manufacturing sector. The relationships between the constructs were assessed by using Partial Least Squares (PLS) path-modeling, a variance-based structural equation modeling technique. The results reveal that some types of culture such as Adhocracy are better oriented to innovation while others such as Market culture exert a more significant influence on unlearning. This suggests that certain cultural typologies are better matched to coping with the present turbulent situation than others.

Keywords: organizational culture, cultural typologies, unlearning, innovation, partial least squares

Corporate Reputation – an Input or an Output of Intellectual Capital?

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Abstract: The growing importance of knowledge as an organizational resource is considered to be generated by the shift from the industrial economy to the knowledge based one. But market competition had always had an intangible dimension due to the fact that every company tries to gain competitive advantages and to become the best in its field. Some researchers focused on analyzing the relationship between knowledge and competitiveness while others concentrated on determining the dimensions of corporate reputation (CR). Still, CR involves creating, disseminating and using knowledge; it reflects the image of a company, based on stakeholder's experiences, and it influences its market-value and its ability to attract and retain talented people. Some attempts have been made in order to link CR and intellectual capital (IC) but the focus was mainly on the characteristics of the second concept. As a result, the first one was described as a component of relational capital. But CR means more than just a reflection of firm's relationships with its stakeholders. It involves the development of employees' competencies, skills and abilities (defined as human capital) and an efficient use of routines, processes and technology (described as structural capital). Based on these assumptions, we aim to analyze the relationships between CR and IC. As a starting point, we use the results generated by the Competitiveness Intellectual Capital Index (CICI) for the Romanian companies listed on the Bucharest Stock Exchange (BSE). We develop a case study strategy and we discuss the possible links between CR and each IC component in the cases of the two best Romanian firms, according to CICIs value during 2009-2012. The research findings have both theoretical and managerial implications. At the theoretical level, we emphasize the relationships between CR and IC and we highlight the mediating role of the organizational values. At the practical level, we offer a direction for decision makers. They may increase their CR and IC performance if they support values like *responsibility, communication, cooperation, collaboration* and *self-confidence*.

Keywords: intellectual capital, corporate reputation, human capital, relational capital and structural capital

Importance of the Relational Capital in Universities; the Students' and Professors' Approaches

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Abstract: In the contemporary context of the quality assurance many indicators have been established for the university activity in order to set minimum and reference standards for different aspects, such as – admission of students, recruitment of staff, resources allocation etc. At the same time, international rankings – QS, ARWU, U-multirank etc have considered specific methodologies which in different ways consider criteria such as academic reputation, research production, internationalization and employability. All these criteria and indicators are periodically adjusted in new methodologies. In this context, universities face many challenges generated by the huge dynamism of the socio-economic environment. As learning organizations, universities have the capacity of continuous improvement through its systemic approach, common vision and team working. They become sustainable organizations seeking for excellence. In order to develop towards success, universities have built specific strategies of communication with stakeholders – students, parents, graduates, companies etc. All the relationships that resist in time with organizations, individuals and groups being considered high-quality relationships reflect the relational capital of the university. It is the real source of success. It is the reason which explains why two decisions implemented in two different universities, using the same resources do not generate the same result. Relationships cannot be copied. This paper reveals the importance of the relational capital in universities. It starts from the following statements: universities can develop only in the context of relationships – networkings, associations, consortia, bilateral agreements, multilateral contracts; leadership and management play a decisive role in continuing or ending a relationship; people build or destroy institutional relationships; in all these relationships, transfer of emotions take place. Therefore, the main research question is: What can universities do in order to better benefit from the relational capital? The main objectives of this paper consist of the following: identifying characteristics of the relational capital in universities; analysis of the students' and professors' perceptions in terms of investing the relational capital, as well as understanding the level of importance of the relational capital; identifying measures that universities need to take in the process of investing in the relational capital. Main outcome of the paper consists of a new approach of the relational capital in universities through the set of measures proposed in order to better benefit from the relational capital. Universities face scarce resources and many constraints of all kind in a context of challenges. In order to adopt proper strategies, or to implement them, higher education institutions must develop relationships with all stakeholders. This is not a simple pro-

cess. The universities which have succeeded in an area, had invested in their capital relationship. This paper reveals what people can learn from others experience in terms of developing relationships. It proves the way of thinking of the students and professors. It shows that institutional development, including university one, is very much based on individual and group relationships. In fact, relational capital can be a competitive advantage.

Keywords: relational capital, university, stakeholders, strategy, competitive advantage, quality management

Reputation as an Outcome of Human Capital

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Abstract: The purpose of this paper is to show that the components of intellectual capital can have an effect on organisational outcomes and not only on financial performance. In particular, this preliminary study analyses the impact of Human Capital on Corporate Reputation perceived by employees. To do this, exploratory and confirmatory factor analyses have been developed in order to know the components of Human Capital in the Spanish audit sector, obtaining three factors: Staff Quality, Staff Management and Staff Results. These factors have been related to the dimensions of corporate reputation (according to the literature: resource management, business leadership, culture, ethics, media reputation and customer loyalty) having significant results. In particular, *staff quality* (firms with creative employees, who perform their best and think actions through, and where there is no trouble if individuals left) has a significant and positive influence on all the dimensions of reputation, except on media reputation. *Staff management* (firms with clear recruitment and succession training programs, upgrade employees' skills and employees who give their all) has a significant and positive impact on ethics and media reputation. *Staff results* (employees are satisfied and they do not have to bring down to others' level) have a positive and significant effect on business leadership and media reputation. In service firms, customers interact with the frontline employees. In such cases, the satisfaction of the employees and their contribution bring up to others' level are transmitted to the customers, which improve the perception of service quality and public opinion of the firm, getting better external recognition (media reputation and business leadership). Furthermore, their results strengthen the ethics of the audit firm. The practical implications for these results are several. First, the adequate management of Human Capital can increase the employee views of Corporate Reputation, affecting mainly the ethics and media reputation. Second, the factor Staff Quality has double significant and positive influence on reputation than others. However,

Staff Management and Staff Results also have an important role in the configuration of employee reputation. Therefore, the effects of Human Capital factors on employee views of Corporate Reputation are relevant, confirming the importance of Human Capital in the configuration of internal reputation as well as the key role of intellectual capital in the formation of the corporate reputation.

Keywords: human capital, corporate reputation, confirmatory factor analysis, Spanish audit firms

Knowledge Transfer Transfer in Online Social Networks and its Effect on Innovation Capacity

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Abstract: The study investigates the effect of online social networks and competency-based management on knowledge transfer. The study adopts a knowledge management approach, considering the effect of knowledge transfer on innovation capacity. The literature review discusses how online social network use empowers employees to engage in conversational and collaborative knowledge management, both of which enrich their cognitive and creative processes. Theoretical relationships are tested in an empirical study of 289 firms from the Spanish biotechnology and telecommunications industries. Results confirm that online social network use for internal cognitive processes (e.g., reading, searching and storing information) and external cognitive processes (e.g., sharing and co-creating knowledge) positively affects knowledge transfer. This knowledge helps firms achieve superior competency in R&D to succeed in innovation programs. The study contributes to the field by identifying effects at the meso level (i.e., online social networks) on innovation capacity. Findings highlight the need to shift focus from collaborate and interact in online social networks (micro level) and organisational contexts (macro level) to improve innovation capacity.

Keywords: Knowledge transfer, innovation, online social networks, knowledge intensive industries

The Importance of Intellectual Capital in the EFQM Model of Excellence

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Abstract: Intellectual capital has been essential for organizations that have implemented quality management approaches (Kim et al, 2009), since it allows organizations to identify areas for improvement and to compare them over time (Aksoy and Dinçmen, 2011). More concretely, the concept of intellectual capital is composed of several types of capital, such as human, structural, and relational capital, which are related to the principal core competencies of an organization. In this research, we focus on human capital, which is directly linked to intellectual capital assets and performance in organizations (Marimuthu et al, 2009). Thus, the development of human capital is positively influenced by the educational level of employees, their skills, knowledge, their know-how and their overall satisfaction (Marimuthu et al, 2009), aspects that are collected by the two types of human capital: valuable human capital and firm-specific human capital. On the one hand, valuable human capital embraces abilities, knowledge and skills of employees that fit with the organization, as well as every training activity with the aim of improving competitiveness and productivity in employees. On the other hand, firm-specific human capital emphasizes the unique routines and procedures that have limited value outside the firm in which the capital base has been developed, as a consequence of deep training and experience. We contextualize this research in the EFQM Model of Excellence, emphasizing the task of human capital in it. The role of the personnel function, measured by the People criterion of the model, on the consecution of improvements on organizational performance is tested in this paper. Moreover, it is examined and concluded that intellectual human capital allows organizations to obtain competitive advantages through the application of human capital practices. For this purpose, the paper bases its empirical evidence on a cross-sectional design of a sample of 200 medium-sized Spanish organizations. The results show how the People criterion of the EFQM model can help in order to improve organizational results through intellectual capital.

Keywords: EFQM, people criterion, intellectual capital, human capital, performance

Group Dynamics as a Driving Force in the Community of Practice-Based Product Development: A Case Study

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Abstract: This article examines the dynamics of the community of practice (CoP) through a case study of Electric Cars – Now! We analysed the CoP by considering its entire life cycle, starting from the motives for its establishment, through its active performance, up to the current stage, where the members need to decide whether the community will remain viable. Particular attention was paid to the group dynamics and issues that seemed relevant to the change in dynamics why a CoP maintain its vitality or dissipate. In the analysis, different motives bound the group together at various stages of the community’s life cycle. Shared interest was a combining force. However, it was affected by motives and realisation of plans, the pace at which the CoP evolved and finally, the sense of communality. Thereby the life cycle analysis revealed three themes that explained the change in the group dynamics and the dispersal of the community: 1) differentiation and dispersal of interests, 2) growth that resulted in role differentiation and 3) inclusion of investors. The themes were all related to the fact that the case community operated with not only knowledge, but also a tangible product. Therefore, the tangibility of a problem to be solved seems to play a pivotal role in a CoP’s operations and dynamics. As a result of a tangible objective in the case study, outside investors were included in the operations. Our interpretation is that if a CoP needs external funding to achieve its goals, it creates a new situation that significantly affects its operations, particularly the group dynamics. We conclude that a CoP’s group dynamics and cohesion are reinforced by shared interests and weakened by goals set by external stakeholders. Such goals affect the members’ roles, thus degenerating the CoP’s original idea.

Keywords: group dynamics, community of practice, social networking, knowledge creation, open innovation

Factors Affecting e-Business use and its Effect on Innovation and Firm Performance in Manufacturing SMEs

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Abstract: This paper extends previous studies on the organizational impact of Internet technologies by analyzing factors affecting e-business use and its effect on organizational innovation in manufacturing Small and Medium-Size Enterprises

(SMEs). In addition, the mediating effect of organizational innovation on the relationship between e-business and firm performance is analyzed. Grounded in the Technology-Organization-Environment (TOE) theory and the Knowledge-Based View (KBV), this paper develops an integrative research model which analyzes those relations using partial least squares (PLS) structural equation modeling on a dataset of 175 manufacturing SMEs. Results suggest that e-business use emerges from technological and internal organizational resources rather than from external pressure. In addition, results show that e-business use contributes positively to firm performance through organizational innovation.

Keywords: e-business, organizational innovation, manufacturing, SMEs, TOE framework, knowledge-based view, PLS

Social Capital Accumulations and Employer of Choice Status: What is Their Role in Reducing Voluntary Employee Turnover?

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Abstract: Employer-of-choice status and the impact of employee social capital on voluntary turnover is examined with respect to a potential mediating role. Turnover of nursing staff is a significant issue affecting healthcare cost, quality and access. Voluntary turnover of nursing personnel is expensive—studies published between 1990 and 2014 estimate turnover costs for a registered nurse (RN) between US\$10,000 and US\$88,000. Employer-of-choice are magnet organizations characterized by their ability to generate positive perceptions by staff as ‘great places to work.’ Organizations that are seen to be employers-of-choice are characterized by their ability to both attract and retain staff. It is hypothesized that healthcare organizations regarded as employers-of-choice will have greater accumulations of social capital in their nursing units. A mediated model is proposed to test the relationship between social capital and employer-of-choice strength on employee voluntary turnover. A questionnaire was mailed to the chief nursing officers of 2208 hospitals and long-term care facilities in every province and territory of Canada, yielding valid responses from 705 establishments. Using voluntary employee turnover as the dependent variable, the analysis featured a step-wise ordinary least squares (OLS) regression model that examined the mediating role of employer-of-choice strength and social capital accumulation. Results demonstrate that healthcare organizations with lower nursing turnover have greater accumulations of social capital and are more likely to be regarded as a strong ‘employer-of-choice.’ After controlling for local labor market conditions and establishment characteristics, nurse social capital and employer-of-choice strength was found to be inversely associated with voluntary RN turnover ($p < .001$), yet

explained only an additional seven percent of the total variance for establishment turnover. Employer-of-choice was found to fully mediate the relationship of nurse social capital on RN turnover.

Keywords: social capital, employer-of-choice, voluntary turnover, nurses

Motivation for Research and job Satisfaction of the University Staff: Are They Interconnected?

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Abstract: The paper describes a case of strategic planning and human resources management in Almaty Management University in Kazakhstan. The aim of the research was to identify a correlation between job satisfaction and the research capacity of the university teaching staff and administrators. To assess job satisfaction of the personnel, we conducted two surveys based on questionnaires, which assisted in identifying positive sides of academic life as well as concerns of unsatisfied employees. 60 members of the teaching staff participated in the first study conducted in 2014 and 84 members of the teaching staff participated in the second study in 2014, for a total of 144 members. The additional survey on research yielded 30 responses from faculty members. An analysis of the results indicates a close correlation between job satisfaction and motivation for research.

Keywords: job satisfaction, research motivation, university, human resources, Kazakhstan

New ICTs in Entrepreneurship: Which Component of Intellectual Capital Should we be Promoting?

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Abstract: ICTs are some of the most powerful business development tools at businesses' disposal. This study analyzes new ICTs and explores their relationship with intellectual capital components. An application of AHP methodology ranks and creates a hierarchy of criteria and thereby reveals how ICTs affect intellectual capital components (i.e., human, structural, and relational capital) at different stages of the business life cycle (i.e., creation and development). Although studies have already found that ICTs promote intellectual capital, this research enriches the literature by showing that ICTs affect intellectual capital components differ-

ently during the creation and the development of the company. Key findings are as follows: ICT use does not affect all intellectual capital components equally; ICTs exert small effects on generic intellectual capital components during both business creation and development.

Keywords: information and communication technologies, intellectual capital, human capital, structural capital, relational capital, analytic hierarchy process

Employment Analysis in Technologically Demanding Branches in the EU Countries at the Level NUTS 2

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Abstract: Regions which are producing technological and knowledge-intensive goods and services are able to increase their share on the growing and demanding markets and achieve higher pensions in the relation to each factor of production through higher prices of production. In this paper, we investigate the spatial layout of employment changes in knowledge-intensive services in areas which production is based on high-technologies in countries of EU at NUTS 2 level in years of 2005 - 2011. Spatial autocorrelation measures the correlation of a variable with itself through space. For comparison of the share of employment in knowledge and technology intensive sectors was used the known degree of spatial autocorrelation - Moran's coefficient which significance is determined by using Monte Carlo methods. In the article we identify areas within the EU with a high share of employment in activities which production is based on high, respectively knowledge-intensive services. Detection of technology and knowledge intensity of economy in comparison with the states on the basis of employment in technologically intensive sector provides an objective view on given economy, because the results are not affected by price differences nor exchange differentiates because all states do not use Euro. Employment in technologically intensive sector of economy presents only certain assumption in order to achieve a higher effect. Important is, whether it is successful to produce a higher share of added value in technologically intensive sectors. In this paper we therefore examine the spatial layout of added value at NUTS 2 level. In conclusion, using fuzzy c - cluster analysis, we create clusters of similar regions from two basic aspects of the index for 2011 - the share of employment in activities producing with high-tech, respectively knowledge-intensive services (2005 = 100) and base index for 2011 of the added value of the region in PPS (2005 = 100). We describe possible reasons of par-

ticipation of individual areas in formed clusters. For calculations we used data from the Eurostat database, the ILO and GeoDa program.

Keywords: technologically demanding branches, employment analysis, NUTS 2

The Social Capital Influence on Enterprise Competitiveness in V4 Countries

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Abstract: The paper focuses the importance and influence of social and intellectual capital in the context of increasing competitiveness in V4 countries entrepreneurial environment. The Visegrad countries (Poland, the Czech Republic, Slovakia and Hungary) have undergone remarkable economic transition since 1990 in spite of their different initial conditions, and have become members of the European Union in 2004. The economic reforms that were in line with the "Business model of transition", supported by the international institutions, and privatization attracted the massive inflow of foreign direct investment and know-how to these countries, helped to create the substantial SME sector, and increased the competitiveness of these countries in the international scale. In spite of the progress attained, the rapidly developing globalization and transformation to the knowledge based economy, opens new challenges for Visegrad countries. In near future they will have to substantially augment support for R&D, innovation, education, business cluster formation and transborder co-operation in order to stay competitive and help to fulfill the Lisbon strategy expectations in the European Union. In strategic terms, the social and intellectual capital can be understood not only as one of the most important factors in the success of entrepreneurial subjects but also as an important source of competitive advantages. Qualitative and quantitative dimensions of knowledge assets also affect the overall competitiveness of the enterprise. V4 countries are trying to increase their innovation performance in recent years. One of the tools used to enhance the efficiency and competitiveness of the clusters creation can be considered as forms of partnerships that create an environment suitable for innovation and knowledge creation. Due to this fact, the regions with strong clusters are regarded as innovative leaders and have a positive impact on the economic performance of businesses (Sölvell 2009) and thus on their better competitiveness. As competitiveness has moved to a global level, the need for assessment has risen. The level of V4 countries competitiveness is

evaluated in the present article by index of global competitiveness GCI (The Global Competitiveness Index).

Keywords: social and intellectual capital, social innovation, competitiveness, Visegrad countries, the global competitiveness index

Managing Experts in the Knowledge Economy by Enneagram

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Abstract: The purpose of this paper is to analyse how the Enneagram may be used to help the knowledge management (KM) made by experts. Experts are the stars among knowledge workers, and they manage more knowledge than the average worker. The Enneagram is a complex dynamic system to evaluate human personality, human motives and the way how people think and behave. The exercise is not new; for centuries the Christian, Judaist and Islam churches used the Enneagram for the management and development of high church officials, who could definitely be classified as knowledge workers. The Enneagram works with nine personality types, three subtypes, and nine levels of personal development. It also recognises special interrelations between types based on an individual's particular life situation. All the mentioned factors together enable us to understand individual's behaviour, to predict it, influence it and also to help the individual's future development in accordance to his abilities and strong features. We used information from the Enneagram's organization, and on the various types of leaders selected by the Enneagram website, and analysed that information in the light of the known theories on KM. We concluded that each one of the nine type of the Enneagram personality is linked to a prominent facet of KM: 1) Values, Change and unlearning 2) Knowledge networks; 3) Knowledge leaders; 4) Thinking out the box;; 5) Creation of knowledge; 6) Trust.; 7) Risk; 8) Charisma; 9) Servant leaders respectively. The practical implication of the paper is that not all the experts manage knowledge equally, and that they have different priorities on KM according to their personality type. The paper is limited because it is basically a first attempt and should be completed by extensive and deep empirical studies.

Keywords: knowledge, knowledge worker, Enneagram, motivation

Thomas Piketty's Capital in the 21st Century – an Analysis Based on Intellectual Capital

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Abstract: In this paper we analyze the book that was hailed by Paul Krugman and the Financial Times as the book of the Year of 2014, through the lenses of the Intellectual Capital. Published in 2012, Thomas Piketty's Capital in the 21st century became a worldwide sensation and best seller because of the depth of its analysis and the controversy created by its findings. In a nutshell Piketty claims that contrary to the neoclassical forecast, inequality in the world might grow, due to a shock between forces of convergence and forces of divergence. Furthermore, Piketty also claims that only redistribution policies can reduce the inequality trend, and calls for a new set of social policies. All this is very impressive but for us what matters the most is how to put IC in the analysis. In this context, we analyze Piketty's ideas using the concepts and theories on Intellectual Capital (Bonfour and Edvinsson 2005; Edvinsson and Malone, 1997; Kaplan and Norton, 1994), and we also recall what the main theories on inequalities are (Coleman, 1991, Atkinson 1983 or Stiglitz 2012), and about Welfare States (Esping Andersen, 1990). We find that in the history of socio-economic thought, Intellectual Capital and Inequalities have been marching in separate paths: not only the paradigms of analysis are totally different, but only a handful of empirical studies exist that bring together IC and inequalities. The fact is crucial for our paper because we believe that IC in fact increases inequality and explains growing inequality. We also found that Piketty almost does not address IC directly in his entire book, a fact that by itself speaks volumes about the position of IC in the world of socio-economic thought. Piketty's analysis, for all its importance, and novelty, is traditional and surprisingly old fashioned when it comes to considering Intangibles. He never uses IC, he seems to be unaware of IC analysis. However we also think that most of Piketty's analysis would gain strength if IC is considered (as we believe it certainly should be) as a major force of inequality in the economy of the 21st century. In the discussion of the paper we point out seven ways in which the inclusion of IC in the analysis could benefit Piketty's conclusions; the seven ideas relate to Human Capital, super-professionals, billionaires, social policies and development, taxes on wealth, modern slavery, and the rise of political oligarchies in the 21st century. The paper is of limited scope because it is basically theoretical. The paper is original because we don't know of any other previous study linking Piketty's book to IC analysis; in this context we believe further efforts should be done in this very relevant area of research.

Keywords: intellectual capital, inequalities, Thomas Piketty

Cultural Influence on use of Collaborative Technologies 2.0 in Transition Economies

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Abstract: Web 2.0 technologies provide a platform for dynamic social learning and knowledge sharing processes. Small- and Medium-sized Enterprises (SMEs) have limited financial and human resources. The innovative use of collaborative Web 2.0 technologies has the potential of helping SMEs develop and harness intellectual capital. Intellectual capital is the basis for value creation and competitive advantage for SMEs. The acceptance and use of collaborative technologies by the employees in a firm depends to a certain extent on socio-cultural factors, including the national culture. Transition economies, such as Albania after decades of harsh communism have different social and cultural conditions as compared to other developed and developing countries. The purpose of this paper was to investigate the influence of national culture on the acceptance and use of collaborative technologies. Qualitative interviews using semi-structured questions were conducted with 30 managers working in 15 medium-sized enterprises from the 5 main business sectors in Albania, which is a transition economy. Open-ended interview questions were used as the data collection instrument for this qualitative exploratory study. Content analysis was used to analyse the data collected with the semi-structured interviews. This study helps managers understand the role of social and cultural factors on the technology-acceptance behaviour of users. Understanding the technology-acceptance behaviour of users helps managers and organizational leaders in SMEs in preparing a strategy for using collaborative technologies to harness intellectual capital. This study explores the role of social and cultural factors on the use of collaborative technologies. SMEs form a significant part of transition economies, including Albania constituting 99% of registered businesses and 73% of GDP contribution. Results of this study will assist organizational leaders of SMEs in Albania as well as other transition economies with managing intellectual capital in an efficient manner through the use of appropriate Web 2.0 technologies. The use of Web 2.0 technologies helps SMEs harness and manage intellectual capital. The success of these initiatives would depend on the user acceptance of Web 2.0 technologies. This paper addresses an important aspect of managing intellectual capital using Web 2.0 technology through a unique cultural perspective. The findings of this study emphasize the importance of organizational and cultural factors on the acceptance of collaborative Web 2.0 technologies. Compatibility with organizational structure and technological infrastructure, organizational strategy for collaborative Web 2.0 technologies, and top management initiative as well as support were identified as key organizational factors influencing the acceptance of Web 2.0 technologies. Compatibility with

sociocultural factors, cultural influence on perception of usefulness, and voluntary participatory behaviour were identified as key cultural factors influencing the acceptance of collaborative Web 2.0 technologies. Incentives for participation and regular organization of relevant training and workshops were also identified as factors influencing the active participation of employees in using collaborative technologies.

Keywords: Web 2.0, collaboration, innovation, collaborative technologies, cultural, transition, Albania, SMEs, social capital

Exploring Network-Based Intellectual Capital as a Competitive Advantage: An Insight Into European Universities From Developing Economies

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Abstract: Nowadays, the escalate of global interconnectivity has become axiomatic. From the international institutionalized relationships and the cross-border flows of financial, informational and human capital to the technological opportunities provided by the new media, we are facing a complex reconfiguration of the communication practices. In this respect, the development of online social networks, along with the advent of virtual professional groups contribute to the burst of a network-based intellectual capital, liable to be “electronically” accessed and exploited at low financial costs. As a prerequisite for the growth strategies and sustainable competitive advantage, organizations from developing countries should reconsider the importance of both their internal resources and the value of the social and information exchange within their networks, facilitating organizational learning and proper response to the field dynamics. Thus, becoming part of a network, sharing and capitalizing knowledge, as well as creating a capital of trust and a collaborative environment support, might facilitate the effort to reinforce their position within the network and generate incentives for the overall system development. Starting from these premises, our paper aims to discuss the standpoints and practices of European universities from developing economies with a view to provide a pertinent answer to a highly competitive environment. In order to explore the usage of the network-based intellectual capital, the paper

employed an interview-based survey with 27 professors. As the findings showed, although acknowledged as a paramount competitive advantage, the network-based intellectual capital is yet to be properly capitalized.

Keywords: network-based intellectual capital, competitive advantage

Intellectual Capital Acquisition Through ICTs and Geomarketing

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Abstract: Intellectual Capital (IC) is valuable knowledge for an organization composed of human capital, organizational (structural) capital, and relational capital. IC includes not only intellectual property such as trademarks, patents and copyrights, but also the company's global knowledge, experience, relationships, processes, innovations, market presence and community influence. Due to the intangible nature of IC, it is very difficult to fix a price tag on a specific piece of knowledge. In fact, intangible assets are often measured as the difference between firms' market value and their book value. Since advances in IC come on the heels of Information and Communication Technologies (ICTs), the continuous expansion of the latter means the relative importance of the former is increasing with respect to tangible capital assets. In fact, intangible resources are recognized to be of value to an organization as they improve its competitive levels, particularly in international markets. In order to increase their IC value, organizations have focused their efforts on improving relational capital by enhancing their relationship with external agents (suppliers, dealers, sellers, and customers). With this aim, most companies have established communication channels with users and customers through ICTs, including websites to promote e-commerce and release products and services, and social media to enhance their corporate image. The growing use of ICTs has not only involved the adoption of new interaction paradigms, but also increased the amount of information shared, which is often of great interest for public and private organizations. The majority of medium-sized and large businesses and public administrations have adapted their structures and internal processes to the realities of globalization and the technology era. However, many of them still need to improve their management practices in order to both acquire and manage IC. One of the most promising ways to acquire IC is to use Geographic Information Systems (GIS). GIS are computer programs used by public administrators, natural resource managers, marketing and sales analysts, civil engineers, etc., that capture, analyze, store and present spatial data. In parallel with the development of GIS, a new discipline has emerged known as geomarketing (Geographical marketing), which is used to segment the market by

considering spatial properties in order to identify the areas where a company may have maximum impact. geomarketing strategies integrate data from company databases and their markets, data from statistical databases on demographic and economic variables, as well as GIS to acquire information from digital maps. The present paper highlights the advantages of employing geomarketing techniques and GIS to acquire IC (human capital and relational capital), which is then used to support decision-making processes at different levels, and ultimately, therefore, increase organizations' market value.

Keywords: intellectual capital, knowledge management, information and communication technologies, geomarketing, geographic information systems

PhD Research Papers

Impact of Investments in Human Capital on Corporate Market Value

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Abstract: The objective of this research project is to study and understand the impact that the spending on intangible resources, namely continuous education, has on the intellectual capital and market value of companies in Portugal in a period of widespread crisis. Thus aims to analyse the existing correlations between these variables. In this paper we will make a literature review for each of the variables under study, namely continuous education, intellectual capital and company value. The study will focus on companies quoted on the Portuguese Stock Market in the period (2010-2012). To analyse the relationship between investment in continuous education and the market value relevance of the company's intangibles, will be used Tobin's Q (Andriessen, 2004). Expenditure in intangibles are an investment in business management terms. Educational attainments seems to have strategic importance in the knowledge intensive economy, and the human capital is a driver of value (Caragliu and Nijkamp, 2014). The literature considers that much of the value generated in the company is resulting from its intangible elements, namely, the intellectual capital (Edvinsson and Malone, 1997; Stewart, 1999; Kavida and Sivakoumar, 2010; Murale, 2010). Studies have shown that investment in intellectual capital dimensions results in an increase in worker productivity which, in turn, is translated into an increase in financial performance and, consequently, generates increases in the future market value of the firm (Zambrano et al., 2011). The literature review suggests that the value of the intangibles is the main factor responsible for the difference between the book value and the market value of companies.

Keywords: continuous education, intellectual capital, knowledge, intangible assets, company market value

Value Added by Human Resources Within Supply Chain

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Abstract: This paper exposes the value added by human resources within Supply Chain of a company with food production capacity. There is no competition between two companies which offer similar products. Competition is between their Supply Chains where human resources plays an important role. Inside of any Supply Chain is created value. For the value created the final client will pay in order to get the own satisfaction. Behind the value created are processes, activities, func-

tions, critical factors, strategies and so on, as components of Supply Chain Management. Through human resources implication an efficient Supply Chain achieves its objectives as optimized or minimized inventory, the whole cost of Supply Chain reduced, delivery time of products to the final consumer can be improved or flexibility can be enhanced. Value-added within manufacturing process for example is provided by flexibility (a good reaction and adjustment to customer's enquiry), quality of goods, production system able to reduce activity time, cost processes or to identify the bottlenecks which will improve the next production processes. Supply Chain Management performance shows the entire chain ability to meet end-customer needs through product availability and responsive, on-time delivery but keeping under permanent control the company boundaries. Because of Supply Chain Management meaning, the flow of information, products and services across a network of supply chain partners, manufacturing plants, and customers, the most challenging key factor would be an accurate communication. Communication between Supply Chain partners, processes, either vertically or horizontally is the efficient information. Based on it, the top management of each company should take decision for all business level. Partners of Supply Chains share up to date information with regards to sales, demand forecasts, inventory levels, production capacity, minimum maximum boundaries, marketing campaigns, and so on. Inaccurate or distorted information leads to the Bullwhip Effect, the moment when a stable demand becomes lumpy orders through the Supply Chain.

Keywords: assertive communication, technical skills, synchronisation, commitment, responsibilities, key performance indicators, management appraising process, compensation, procurement, production, distribution

Intellectual Capital and Competitive Success: Final Results of a Case Study in a Software Company

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Abstract: Several studies on intellectual capital in software companies have already been carried out. However, relationships between the intellectual capital and the competitive success of a software company were not within the scope of these studies. The following paper deals with the results of a case study carried out in a software company. The aforementioned relationships were explored in the case study with the help of a multi-level indicator system. One result of this study demonstrated that it is not the stock of intellectual capital which is responsible for the competitive success of a software company, but much more the dynamic aspects of the intellectual capital. Multi causal relationships between cor-

porate strategies, intellectual capital, and competitive success are important in this context. The results of the case study are not only interesting for the management of software companies, but also for further research on intellectual capital in companies in general.

Keywords: intellectual capital, competitive success, software company, case study

Absorptive Capacity and Technology Knowledge: Enhancing Relational Capital

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Abstract: Portugal is facing an economic situation of extreme difficulty and thousands of jobs have been lost. As a result, the ability of organizations to create, transfer, assemble, integrate and leverage relational capital is fundamental to achieving competitive advantage. Empirical research was developed on 125 companies of a representative business association X and other companies of the Algarve Region. The purposes of this study are to examine the relationship between absorptive capacity and relational capital and to identify potential stock of technology knowledge (T-knowledge) that can act as catalysts for these relationships. We also examine the relative importance and significance of ‘intentional unlearning’ as a bridge between ‘relational capital’ and ‘technology knowledge’ and the existence and enhancement of relational capital through an empirical investigation of 125 business association members. The results are then calculated using structural equation modeling. This leads to the main conclusion that the development of ‘relational capital’ is unlikely without it being fostered by the transformation of new knowledge and it therefore requires empowerment by T-knowledge. Our main conclusion is that creation of relational capital by association X will depend to a good extent on how managers acquire, analyse, interpret, and understand new external knowledge. However, this is not to say that implementation of ACAP alone will ensure relational capital, and in this regard our findings suggest an interesting relation between T-knowledge and the pattern of using an intentional unlearning context which has not been elaborated upon before. In addition, technology knowledge may be unwittingly acquired from unreliable and inaccurate sources (e.g. rumours gossip or partial truths). These issues may help to explain why an important part of T-knowledge can become obsolete and it needs to be validated and updated through an intentional unlearning context. It is with this in mind that we propose that T-knowledge needs to be more explicitly

recognised and managed in organisations so that part of it can be updated and used later.

Keywords: technology knowledge, relational capital, absorptive capacity, unlearning and business association X

Application of Multivariate Cluster Analysis Techniques and Principal Components Using Perceptual Maps for Improvement of an Emotional Intelligence Operational Model

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Abstract: This paper describes the application of multivariate analysis techniques in research of process-oriented development of Emotional Intelligence (*EI*) and Intellectual Capital operational models. The following research was conducted as part of the Doctoral Thesis in Business Administration and Management from the Universitat Politècnica de Catalunya-Barcelona Tech (UPC), Spain. This multivariate analysis aims to investigate the relationships among variables and characteristics of IE, obtain a better understanding of the construct of EI formulated and elaborate the final proposal of the operational model called "IE_{om}²". The application of multivariate analysis techniques via the Hierarchical Cluster Ward and non-hierarchical K-media methods shaped two clusters and an optimal composition characterized factors together with a history of perceptual analysis. In addition, the results of the two cluster was confirmed using a detailed study through Principal Component Analysis techniques, which permitted to characterize the main emotional attributes (*Factor Principal Components*) and emotional factors components for all the individuals analyzed. These factors allowed to identify the Principal Component aspects that characterizes the IE and primarily effect of the characterization of the emotional and relational skills of individuals. The research data was collected from a sample of 892 individuals from different levels of undergraduate university students in their initial (*first year*) and terminal (*last year*) phases, along with graduates in professional practice. The data collection process, a scale "Tecer 2012" was especially elaborated (*with 92 questions and general information for each person*), valid and reliable, regarding cognitive, emotional and relational information (*in the context of learning and skills training, and emo-*

tional competencies in the domains of recognition and regulation, both personal and social).

Keywords: emotional intelligence, multivariate analysis, cluster, principal components, perceptual mapping model, intellectual capital model

A Discriminant Analysis Application for Developing a Discriminant Model and a Predictive Classification Model for Building an Emotional Intelligence Operational Model (IE_{om}²)

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Abstract: This paper describes the application of a multivariate analysis technique called "Discriminant Analysis" in the process of investigating and developing of emotional intelligence (EI) and Intellectual Capital (IC) operational model. The following research was conducted as part of a Doctoral Thesis in Business Administration and Management from the Universitat Politècnica de Catalunya-BarcelonaTech (UPC), Spain. The process of developing a discriminant model is described in this paper. The study may detect differences between groups of individuals analyzed in relation to all variables measured on the same parameters. In addition, if differences are detected, the study attempts to explain in which direction variables are affected. Based on the coefficients of the model and the linear discriminate relationships and classification, an approach for calculating "a posteriori" probabilities is proposed. Thereby facilitating the decision-making procedures on the systematic classification of new individuals of unknown origin into one of the studied groups. This classification is carried out according to the same profile groups, considering the basis of the overall score of the component factors and the values of the variables representing each of the emotional and relational model components EI_{om}² factors, which are discussed in order to give power to the discriminant variables considered in the model, after insurability conditions for discriminant analysis and subsequent verification of both, the goodness of fit (*by the determination of the statistical significance of the generated functions*) and qualifying capacity functions (*predictive analysis and observed classifications*). The research data source was collected from a sample of 892 individuals for levels of undergraduate university education in their initial and terminal phases, along with graduates in professional practice. The collection of information is built by "Tecer-

2012" scale (with 92 questions and general information for each person), valid and reliable, relieving cognitive, emotional and relational information.

Keywords: emotional intelligence, multivariate analysis, emotional intelligence model, discriminant model, discriminant analysis, classification

Creation and Improvement of a TECER 2012 Intellectual Capital and Emotional Intelligence Scale and Formulation of an Emotional Intelligence "I_{em}²" Model

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Abstract: This document describes the process of developing the "Tecer 2012" scale, a self-report instrument developed and improved during the investigation of the doctoral thesis entitled "The Emotional Capital as the basis of human capital of individuals. Formulation of an operational evaluation model" (*research with a methodological form of quantitative type, a strategy of no experimental work, transactional temporality and correlation scope*) performed as part of Doctoral Thesis in Management and Business Administration, Department of Organization Business of the Universitat Politècnica de Catalunya- BarcelonaTech (UPC), Spain. Considering that the theories and models for managing intangibles do not yet reflect the real importance of Emotional Capital and even though in the field of theories and talent-management based competitiveness models there is a keen interest in the improvement of certain competencies towards increasing the "success" contributions, in general, it has been preferentially oriented to increase business value or increase specific competencies. All of this confirms the need for operational models to characterize, evaluate and develop initiatives improvement in emotional capital but interacting individually with both the cognitive potential ("*Cognitive Capital*") and the relational capital. In this context, the process of formulating the "Tecer 2012" scale described (*with corresponding analysis of normality, reliability and internal consistency, content validity, and construct*) and the development of a Emotional Intelligence operational model ("I_{em}²") along with an Intellectual Capital model ("I_C²") that identify the emotional capital, relational capital and cognitive potential ("*cognitive Capital*", *corresponding to the academic/professional capacity before, during and post-university education*) of people; formulated according to the antecedents and to an initial analysis of a

pilot sample of 211 individuals; and according to a final analysis of a sample of 892 people from the Universidad Tecnológica Metropolitana of Santiago de Chile in college-level studies (*students undergraduate*) and those developing professional activities (*university graduates*). Based on the evaluation of the scale and its subsequent adjustment, the most important aspects of the improvement is characterized in the required competencies for better development of human capital, both in the process of university education and the professional activity.

Keywords: emotional intelligence, emotional capital, relational capital, emotional scale, multivariate analysis, factor analysis

Linking the Intentional Unlearning With Human Capital

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Abstract: Human Capital is a result of interaction between an organization and its stakeholders. A corporate intellectual capital can be affected by the actions of a business as a whole. For example, employees change their characteristics, including addresses, behaviour and preferences; but as the employee requirements change, basic beliefs or processes i.e., things that managers take for granted at an implicit and an explicit level of knowledge, must also change. The purpose of this paper is to examine the relationship between intentional unlearning and Human Capital. In doing so, this paper has made a comprehensive review of the literature on the concept of unlearning and has developed and validated a model to measure the unlearning in 112 companies listed on the Spanish Stock Exchange. In this study, the intentional unlearning context covers: a) the examination of lens fitting , b) the framework for changing the individual habits and c) the framework for consolidating the emergent understandings. The methodology involved the construction and analysis of two structural models developed from a review of the relevant literature. In the Theoretical Model, a relearning context to manage an appropriate link between individual forgetting and human capital was tested. In the Alternative Model that was tested, the relearning context attempts to reorientate individual values and behaviours by changing organizational structures. The findings indicate that a process for consolidating emergent understandings would appear to be an intermediary step between the forgetting of old knowledge and the creation of Human Capital.

Keywords: examining lens fitting, change individual habit, consolidation emergent understandings and human capital

The use of Social Networking Sites to Create Customer Knowledge

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Abstract: Over the last few years Social Networking Sites (SNS) have emerged as tools where people can share knowledge, which implies that SNS can be considered as new sources for intellectual capital. Considering the emergence of specific profiles of businesses or brands at SNS, called brand pages, this research focuses on the brand knowledge that customers develop in the context of SNS and its effect on brand equity. Then, the aim of this paper is to identify the role played by brand knowledge in the process of creating brand equity, as a driver of customer equity and intellectual capital. We suggest that the process of learning from SNS can be influenced by the gratifications that customers and users of SNS perceive. Then, five types of gratifications (purposive, self-discovery, interpersonal connectivity, social enhancement and entertainment) are recognized as learning facilitators that enhance customer knowledge about the brand or brand knowledge. Moreover, brand knowledge has been traditionally recognized as a source or dimension of customer based brand equity and, by extension, can enhance customer equity and intellectual capital. Our study analyses these effects through an empirical investigation of 295 users of SNS and the methodology involves the construction and analysis of a structural equation model. The results confirm the need of using SNS as an intellectual capital tool and provide useful information for firms, including what types of gratifications are more relevant to provide users through the use of SNS.

Keywords: brand knowledge, social networking sites, customer equity, gratifications, learning facilitators, brand equity

Reporting on Intellectual Capital: What are the Relevant Components for Universities?

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Abstract: Accounting can contribute towards the analysis and management control in universities by identifying new means of managing the various activities in higher education institutions, and by demonstrating the great importance of intangible assets in the education sector. Aside from the perception of its importance towards the management of higher education institutions, there is also an

ongoing discussion regarding the challenge posed by the dissemination of information and the necessity to encourage society's understanding and critical awareness on knowledge management for this segment, particularly in what concerns public organizations. In order to manage various tasks and fulfill the duty of accountability, there is a fundamental question at the outset: what is the importance of creating a common framework of indicators to make up the universities' intellectual capital report? To answer this question, this study seeks to analyse, through literature, the importance of creating a basic framework of indicators for the universities' intellectual capital reports. Regarding methodology the descriptive-exploratory method was used, by conducting a comprehensive literature review in Scopus, Web of Science and Emerald data. Following and in order to contribute towards a discussion on the indicators' generic framework a content analysis of the management reports is suggested. The article presents some conclusions: firstly, knowledge is related to the university's purpose and strategy, bringing into play the relevance of the particular characteristics of each organization. Additionally, knowledge management is a difficult task in any organization, since controlling a subjective, transferable, sedimented, perishable and spontaneous entity may require an overly broad view of a complex process that appears to have long term returns rather than a clear short-term one. This article's second conclusion is that knowledge is identified in a university as the biggest inducer towards generating resources for the entity and it is also the institution's major output. Besides these two aspects, the university's knowledge dissemination in a society contributes towards building or elevating its image, not only as a facilitator, but also as a producer of knowledge development.

Keywords: intellectual capital, universities, indicator, intangible asset

Crowdsourcing Small Tasks as a Method of Reducing Operating Expense While Protecting Intellectual Property: A Case Study for Enterprises in California and Romania

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Abstract: Enterprises worldwide are constantly looking for changes in the business environment and technological advancements that could help them become more competitive while protecting intellectual property. The value that people provide through the application of skills, know-how and expertise define the human capital: an organization's combined human capability for solving business problems and exploiting its intellectual property. As a part of intellectual capital, human capital is inherent in people and cannot be owned by an organization. Therefore, human capital can leave an organization not only when people are practically

leaving but also when the management fails to provide a setting where know-how is transmitted to other members of the organization therefore not being lost when individuals leave an enterprise. Human capital also encompasses how effectively an organization uses its or especially another people's resources as measured by creativity and innovation. This is the context in which *crowdsourcing* is a very recent advancement involving a large number of people all over the world interacting with enterprises and therefore creating the opportunity to generate added value. Because so many people are involved, it is difficult to manage intellectual property in this context. However, *crowdsourcing* being a form of outsourcing, it has the potential to reduce an enterprises operational expenses and this paper has the goal of proving that an enterprise can make use of *crowdsourcing* platforms in order to reduce cost while preserving intellectual property. Our research uses the questionnaire method on the largest task *crowdsourcing* platform (Amazon Mechanical Turk) to identify the main categories of tasks that are currently *crowdsourced* and whether or not this new method of completing tasks can increase enterprise profitability by reducing operating expense for enterprises in California and Romania while minimizing exposure of intellectual property. While analysing the cost of human capital we found that the location of the enterprise can significantly influence the cost of a traditional full time employee. Therefore, we had to determine which states to base our analysis upon in order to make sure that the research is conclusive. We selected two states with a high discrepancy in terms of the cost of a minimum wage employee as well as reliable access to the Internet and a high human capital per person index. We've selected Romania and California, which have been assigned the same human capital per person index, and both have very reliable access to the Internet. After analysing the data collected through our research, we found that, once applying the suggested methodology to ensure a similar quality of work and also taking into consideration additional taxes associated with the cost of full time employees, it would be beneficial for enterprises in California to use *crowdsourcing* in order to reduce operational expense while enterprises in Romania might not be able to benefit from substantial operational expense reduction generated by engaging in this type of outsourcing activities. Crowdsourcing is a very fast moving and entrepreneurial field and it's expected to evolve and more platforms are expected to launch in the near future.

Keywords: management, human capital, *crowdsourcing*, cost reduction, intellectual property, L Classification: M12, M21, J30, O32

Contributions for Integration of Sustainable Human Capital of the Future University Graduates on the Labour Market

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Abstract: Universities have a key role *in* and *for* the development of human capital represented by future graduates (students). In the perspective of their dynamic and sustainable integration on the labour market, each university has towards its own students, important obligations and/or responsibilities. All this, for the creation of such a stock of social and personal skills, knowledge and abilities, so that, immediately after graduation, *creativity* and *cognitive and practical skills* of young people in the labour market to be able to generate performance in work and implicitly added value for employers and in general for the society. Our research aims to find, using scientific instruments, to what extent universities are prepared to "produce" a component of intellectual capital (human capital) able to integrate fast, dynamic and sustainable in a turbulent labour market. In this context, we wanted to determine, using a questionnaire accessed by 985 students/graduates from different countries the extent to which universities have concerns and shall ensure that, made efforts, in general, by the society for education and training of future graduates to be transformed from *their training expenses*, in *major investments in the human capital* called to increase the economic performance of hiring organizations. Appealing to the tools of the digital age (including *crowdsourcing*), we were able to identify some of the causes that still generate major problems for both graduates adaptability to labour market needs and also for the viability and sustainability of the hiring organizations business. *Crowdsourcing* is a recent 21st century invention, created as a result of the emergence of digital technologies that generates marketplaces for an unidentified, virtually infinite amount of people to participate in exchanges. One of these marketplaces was created by *Amazon, Inc.* and it operates on a website called *mturk.com*. Finally, we formulated some proposals capable, in our opinion, to facilitate the rapid integration of graduates into the labour market and thus ensure a better match between the efforts made to develop their human capital and labour market requirements.

Keywords: intellectual capital; human capital; skills; labour market; expenses; investments

The IC Practice of Human Capital in a University: An Experience From Indonesia

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Abstract: Purpose - This paper briefly discusses the empirical implications of resources-based theory for the development of human capital in intensive knowledge-based organisations such as a university and the impact to organisation performance in terms of providing value adding outcomes for the university's stakeholders. Research approach - The current trend towards the digitisation of higher education and the virtual university, has raised questions about the contribution of human capital and the potential benefits that might arise from enhanced educational delivery. This is a qualitative case study in one of the largest Open University and investigates two research questions: 1) what are the elements of human capital in the University? 2) how does the human capital impact performance, in terms of providing 'value adding' to the University? This study utilises resource-based theory from the perspective of strategic management. The data is gathered through in-depth semi-structured interviews and NVivo software is employed to help analyse the data. Findings - This study is in progress and the tentative findings are: firstly, amongst the elements of human capital, the development of human capital in open university is primarily influenced by the organisational culture and leadership; secondly, the open and distance learning systems in which OU operates has resulted in a sustained and competitive advantage for OU and applied to human capital practice through integrative and coordinative mechanism towards the intended 'value add' aimed at by the university. Research limitation/ practical implication - This is a single case study focusing on human capital as the most strategic asset of intellectual capital. Amongst three major themes of intellectual capital research, this is limited to the question of how human capital is mobilised in attempts to make organisations perform towards defined values. This study enhances the literature on tertiary education institutions, and contributes the relevance of human capital as it is applied in the context of higher education sector.

Keywords: human capital, value adding, university

Master's Research Papers

The Development of ICTs and the Introduction of Entrepreneurial Capital

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Abstract: Building on an extensive literature review, this article presents a conceptual study of the relationships between information and communication technologies (ICTs) and intellectual capital (IC), placing special emphasis on entrepreneurial capital. IC comprises human capital, structural capital, and relational capital. Relational capital consists of two sub-components: social capital and organizational capital. Human capital's main elements are knowledge, experience, and education. Knowledge is a fundamental resource for any organization (Baden-Fuller & Pitt, 1996; Grant, 1996; Spender, 1996). Entrepreneurial capital was recently introduced as a component of human capital (Audretsch & Keilbach, 2004). A firm's entrepreneurial capital consists of employees who innovate and take risks to change how the firm acts. In addition to addressing IC, this research examines new ICT use. An ICT firm can be defined as a firm that is technologically connected in real time. Technology, information, and communication are the most powerful tools to develop firms (Hafkin & Taggart, 2001). As such, technology, information, and communication may also have profound links to entrepreneurial capital. ICTs and IC are two keys to entrepreneurship (Costa, 2012). ICT firms need their employees' intellectual capital, or else these firms will never achieve long-term sustainability (Madsen, Neergaard, & Ulhøi, 2003). Similarly, intellectual capital benefits from ICT firms to transfer knowledge via networks.

Keywords: ICT, intellectual capital, human capital, entrepreneurial capital

Measuring Corporate Reputation in B2B Markets: *The Corporate Personality Adapted Scale*

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Abstract: In B2B markets, a wrong decision on choosing a business partner may harm the company's ability to survive and thrive into the future. Stakeholder involvement in organizations and the complex set of interactions between stakeholders and the organization, expressed in formal and informal relationships and characterized by a wide array of experiences, impressions, facts, perceptions, beliefs and knowledge, all of these contribute in different measures to organization-

al reputation. The research was conducted at Brisa Innovation and Technology (BIT), a Portuguese company operating in an open innovation network environment. The aim was to ascertain the viability of adding a new dimension to the corporate personality scale. The study allowed for a step forward towards the assessment of the viability of using Davies et al.'s (2001) model, initially conceived and applied in B2C contexts for the purposes of measuring reputation in B2B markets. It aims to do so by proposing a new dimension, "Commitment", which has been proven to be statistically robust and reliable and may be incorporated into the scale, for the particular scrutiny of B2B markets reputation.

Keywords: reputation, corporate personality scale; corporate credibility, management, business to business, marketing, brand

Work In Progress Paper

Characteristics of the Research Environment of UAE Research Institutions: A Work in Progress

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Abstract: The proposed study seeks to support the Abu Dhabi Vision 2030 by conducting research relevant to the creation of knowledge in UAE research environments. It will examine the organizational characteristic of the UAE research environment and the relations between these characteristics and research performance. Prior research identifies a variety of individual level characteristics that are known to relate to research performance. Increasingly, organizational characteristics are also identified as key determinants of research performance. Employing a traditional empirical based survey method, supported by publically available sources of research outputs, the current study will collect data from UAE based researchers on the characteristics of their research environment, while also controlling for individual characteristics such as gender, age, career stage, and field of research. It will then examine the relationship between these variables and research performance to determine the drivers and barriers of effective research and knowledge generation in the UAE. The total population of researchers in the UAE will be compiled through publically available information sources, such as University Websites and Ministry of Higher Education and Scientific Research Databases. The total identified population will then be sampled electronically, with data being statistically analysed to determine the relations between research performance and key individual and organizational characteristics. Appropriate statistical analyses including SEM, ANOVA and Linear Regression will be applied to examine hypothesised relations. Findings will be presented in respect to the identified relations between key variables and the implications of results for UAE's aspirations for a diversified knowledge economy.

Extra Pages

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