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Integrated Innovation: The Necessary Route to Profitability............................................................. 1
Göran Roos, Swinburne University of Technology, Australia

In a high cost environment a firm’s ability to create value and hence survive and prosper is dependent on its ability to innovate. This chapter discuss the two principle dimensions of innovation: value creating innovations and value appropriating innovations—what their components are and how they should be integrated. The chapter also covers important frameworks to address the different components. Towards the end the discussion is contrasted against what is known about success criteria for firms in high cost operating environments to illustrate the specific aspects that have been covered in the chapter.

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Anna Szopa, Jagiellonian University, Poland
Tadeusz Marek, Jagiellonian University, Poland

Deficiency of business understanding and experience, strong industry competition, and small firm fragility are some of the most often cited arguments that justify business failure. This chapter presents the impact that top management can have on the development of new firms. The findings are based on case studies consisting out of three firms spun off from the University of Maryland and the University of Central Florida. The source data is gathered from observations, semi-structured interviews, commercial databases, as well as publicly available data. The results show that external Chair Executive Officers (CEO) positively influence the process of creation and management of university spin-offs.

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Bob Barrett Jr., American Public University, USA

Technology is still evolving. However, two items have remained constant over the past several centuries: the use of formal and informal learning. While not all people have the luxury of attending college and university, informal learning has served as a tool in which a variety of stakeholders have helped others to learn and grow from each other. The key emphasis of this chapter is to focus on these two types of learning, but with a concentration on their relevance in the virtual learning environment. The topics of time management, group interaction, communications skills, and social media will be examined in terms of how these skill sets can be useful to the virtual learner.
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Dipak Kumar Bhattacharyya, Xavier Institute of Management, Bhubaneswar, India

The concept of human capital considers people as the most important asset for the growth and sustainability of the organization. Investment in people in the form of training and development, improvement of the quality of work life, support of work life balance, general health improvement, among others, improve the asset value of people. The renewed focus on human resources, naming it as human capital, is a major transition from control to commitment approach, as asset percepts legitimize investment on people for incremental benefits in terms of performance and productivity, which can strengthen the organizations. This study explores the legitimacy of strategic human capital management (HCM), first in the context of theoretical support, through relevant literature review, and then examines it in the context of organizational practices. A large steel manufacturing unit of one public sector enterprise in India (i.e., Durgapur Steel Plant [DSP]) with more than a half-century of existence and a track record of growth has been selected for this purpose. The study tries to understand the degree of fit of strategic HCM practices of the sample organization, and assesses whether such practices really contribute to their sustenance and growth over the last 50 years.

Chapter 5
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Eric Kong, University of Southern Queensland, Australia

Social enterprises are a hybrid form of organizations that enact nonprofit and for-profit activities simultaneously. Like their nonprofit and for-profit counterparts, social enterprises are facing the same challenges, if not more, in a turbulent economy. This chapter aims to examine how structural capital assists social enterprises in the development and management of human capital in today’s competitive environment. Based on 22 qualitative in-depth semi-structured interviews across 10 social enterprises and nonprofit organizations that perform social entrepreneurship in Australia, the findings suggest that structural capital helps social enterprises in facilitating human capital development and management for innovation. Thus, the study contributes to the literature by arguing that structural capital plays an essential role in social enterprises. Strategies should be developed for a more balanced development of intellectual capital if an intellectual capital-based view of the firm is to be fully integrated.

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Muhammad Khalique, Universiti Malaysia Sarawak, Malaysia
Shazali Abu Mansor, Universiti Malaysia Sarawak, Malaysia
Abu Hassan bin Md. Isa, Universiti Malaysia Sarawak, Malaysia
Jamal Abdul Nassir bin Shaari, Universiti Malaysia Sarawak, Malaysia

In the present century, intellectual capital is recognized as the most important and strategic asset for organizations. Intellectual capital is mainly based on knowledge and useful information. Intellectual capital is playing a critical role to create value from the combination of tangible and intangible assets to enhance the performance of organizations. This chapter looks at the concept and application of intellectual capital and its associated challenges of organizations in a competitive environment. More specifically, this chapter highlights the relationship of intellectual capital with the performance of organizations of various sectors. The relationship of intellectual capital was supported by empirical studies which were done by various renowned researchers in the intellectual capital field. In addition, this chapter discusses the various major components and models of intellectual capital.
Chapter 7
Strategic Innovation Management: An Integrative Framework and Causal Model of Knowledge Management, Strategic Orientation, Organizational Innovation, and Organizational Performance

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This chapter introduces the framework and causal model of knowledge management, strategic orientation, organizational innovation, and organizational performance. It argues that dimensions of knowledge management, strategic orientation, and organizational innovation have mediated positive effects on organizational performance. Organizational innovation positively mediates the relationships between knowledge management and organizational performance and between strategic orientation and organizational performance. Knowledge management is positively correlated with strategic orientation. Furthermore, the author hopes that understanding the underlying assumptions and theoretical constructs of knowledge management, strategic orientation, organizational innovation, and organizational performance through the use of the framework and causal model will not only inform researchers of a better design for studying knowledge management, strategic orientation, organizational innovation, and organizational performance, but also assist in the understanding of intricate relationships between different factors.

Chapter 8
Human Resources Development Practices and Employees’ Job Satisfaction

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This chapter introduces the relationship between human resource development (HRD) practices and employees’ job satisfaction. Employees’ job satisfactions have gained tremendous attentions from scholars in organizational study and special focus are given into searching the answer to understand why some people are more satisfied with their jobs than others. In this chapter, the definition and importance of job satisfaction is first discussed followed by exploring HRD theories and models through relevant literature review. Lastly, the relationship between job satisfaction and the four elements of human resource development: i) Training and development; ii) Organization development; iii) Career development; and iv) Performance management are discussed and developing of a conceptual framework.

Chapter 9
Measuring Inter-Organizational Knowledge Flows: The Case of a Joint Venture

Marco Giuliani, Università Politecnica delle Marche, Italy

This chapter develops the discussions about knowledge measurements in an inter-organizational context. More in depths, the role of knowledge measurements is investigated not regarding a single organization but within a Joint Venture (JV) development process. The main findings of this study are the following. First, it emerges that a JV can be a value-conversion device, i.e. a way of transforming knowledge into financial capital in a visible way. Second, within a JV development process, knowledge measurements assume different purposes and arise different accounting challenges in dependence of the phase in which the JV is (find, design or manage). Moreover, it emerges that the implementation of specific indicators allows better controlling of the knowledge inflows and outflows.
Chapter 10
On Trust, Knowledge Sharing and Innovation

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Organisations continuously innovate, create, and are competitive if they improve their performance through continuous intellectual capital development, a key resource for value creation and organisational performance driver. Apart from sustaining competitive advantage, intellectual capital is increasingly important due to its ability to increase shareholder value, especially in public organisations. Employee learning, talent development, and knowledge creation allow the organisation to generate innovative ideas due to the quickness of knowledge obsolescence. The organisation’s dynamic capabilities create and re-ignite organisational competencies for business sustainability being co-ordinated by well-structured organisational strategic routines ensuring continuous value creation streams into the business. This chapter focuses on the relationship between notions of knowledge sharing and trust in organisations. Lack of trust can impact negatively organisational knowledge sharing, dependent on trust, openness, and communication. The research sample included graduates and postgraduate students from two universities in Portugal. The findings revealed different perceptions according to the age group.

Chapter 11
Business Research and New Technologies

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The development and exploitation of new scientific and technological knowhow is a prime engine of economic growth. Different innovation systems have developed different approaches to this problem and have built upon varying combinations of public and private support for Research and Development (R&D) over time. In this context, inclusive approach to research and new technology intermediaries play an important brokering and entrepreneurial role. This chapter aims to understand the inclusive approach to business research, review new technologies, and their applicability to business research. The study responds to the need to gain a better understanding of possible ways to strengthen the capacity of business research to generate value and thereby bridge the gap between theory and practice. The discussion presented in this chapter offers a number of useful lessons for the development of new inclusive policy instruments to benefit the field of research in general and business research in particular.

Chapter 12

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The aim of this chapter is to study human resource (HR) competencies (i.e., HR functional expertise, knowledge of business, and managing change) is related to HRM effectiveness. This research was conducted with a sample of HR professionals who attended courses, programs, and seminars organized by HRM institute. The final sample consists of 201 respondents. The measurement model was tested by using structural equation modeling applying partial least squares (PLS) estimation. The results in this chapter demonstrate the direct association of all dimensions of HR competencies and HRM effectiveness. This chapter aids in uncovering the relationship between HR competencies and HRM effectiveness.
Chapter 13
Post Graduate Management Education in India: Issues of Policy, Finance and Standard in Infrastructure, Technology and Innovation

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There is no clear direction in the Constitution of India about how much of the cost of higher and professional education of a student the central government or the concerned state government would bear. There are no guidelines regarding how to improve the global rank of India’s professional education (e.g., management education), when judged by the parameters of relevance, standard, infrastructure, technology and innovation, and above all, the cost per student. In an emerging economy like India slogging to get rid of the age old problems of poverty, unemployment, rural underdevelopment and illiteracy, post graduate management education is a luxury commodity for a sizeable chunk of the population. In this context, this chapter covers how the post graduate management education system consisting of public as well as private universities and institutions are performing, being assisted financially and coming up with, inter alia, infrastructure, technology and innovation with comparison from a number of countries over the globe across the East as also the West.

Chapter 14
Creating and Destroying Knowledge: A Field Study

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This chapter develops the discussions about Intellectual Capital (IC) dynamics. More in depth, here IC is analysed in terms both of value creation and of value destruction adopting a temporal lens. The main findings of this study are the following. First, it emerges that the roles of IC in creating and destroying value are not the same and thus there is the managerial need to consider both of them. Second, it emerges that the time-lags related to IC tend to be not monitored but only perceived. Third, IC and FC are perceived to be a “distant” relationship in time (i.e., deferred in temporal terms). Forth, the time-lags related to the value destruction process do not the ones referred to the value creation one.

Chapter 15
Ontology-Based Document Management System for Public Institutions

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This chapter presents an ontology-based document management system developed for the Romanian public institutions. The system meets both general and specific requirements for this type of organization. The system has a three-tier architecture. FileZilla ftp server version 0.9.37 was used as application server. Jess Expert System Shell version 7.0p1 was the solution in developing knowledge base of the system and MySQL open-source server, version 5.0.51 is chosen for data tier. The system ontology is developed using the Protégé environment. The system is validated and deployed at Ploiesti City Hall. Employees from different departments (town planning, taxes etc.) working with the system provided validation information.
Chapter 16
Role of Emotional Intelligence in Academic Achievement: An Empirical Study on Engineering Students

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The purpose of this study is to see whether there is a relationship between emotional intelligence and academic achievement. The study respondents were B.Tech first year students from the Agra region. Sampling is stratified, making sure that gender, race, socioeconomic status, and abilities are appropriately represented. The respondents are given Emotional Intelligence Inventory (EII-MM), developed by S. K. Mangal and Shubhra Mangal. It consists of 100 items under four scales. The analysis suggests that there is a significant relationship between Emotional Intelligence and Academic Achievement. IQ alone is no more the measure for success; emotional intelligence, social intelligence, and luck also play a big role in a person’s success. This study contributes in acknowledging the fact that even engineering students’ academic achievements are attached with Emotional intelligence. Thus, teaching emotional and social skills only at the school level is not sufficient; this can be taught in engineering studies, as well for accomplishing high academic achievements.

Chapter 17
Dynamics of Knowledge Renewal for Professional Accountancy Under Globalization

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Turmoil in the global financial markets has raised concerns about the role of professional accountants in safeguarding the interests of corporate stakeholders. This chapter aims to articulate the interrelated developments that critically challenge the profession in delivering quality financial reporting and the implications to accounting education. Based on an interdisciplinary literature review, it contains a conceptual framework that exemplifies a model for dynamic human capital development with a trilogy of quality in professional accountancy in light of the changes under the contemporary global financial system that demands knowledge of both local and global relevance. This study suggests the renewed responsibilities and challenges taken up by professional accountants under the current global environment. A framework is developed to illustrate the pertinence of renewal for accounting professional initiated at the institutional level that integrates tertiary education with current practice knowledge, continuing professional development, as well as standards set by the professional accounting bodies.

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About the Contributors

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