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## **Managing and measuring knowledge-based resources: a foreword**

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**Biographical note:** Professor Margaret Peteraf is best known for her work on Resource-Based Theory. Her paper, 'The Cornerstones of Competitive Advantage: A Resource-Based View', SMJ 1993, won the *Strategic Management Journal Best Paper Prize* in 1999 for its deep influence on the field. She is also recognised for her work on cognitive strategic groups and, more recently, for her work on dynamic capabilities and the capability lifecycle. She is presently the Chair of the Business Policy and Strategy Division of the Academy of Management. In addition she serves as Chair of the Competitive Strategy Interest Group of the Strategic Management Society.

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### **Introduction**

An issue of critical importance for managers facing dynamic and complex environments is how to manage their knowledge-based resources. One component of this is the question of how to identify and measure such resources. This second issue of the *International Journal of Learning and Intellectual Capital* presents a collection of seven papers that contributes to the field of knowledge management by examining these very issues.

The paper 'The importance of relational capital in service industry: The case of the Spanish banking sector' by Patricia Ordóñez de Pablos proposes a conceptual framework for the analysis of relational capital and also presents the results of a case study in Spain. The Section 1 develops a conceptual framework for analysing the importance of strategic knowledge-based resources for the achievement of a sustained competitive advantage. In particular, the components of intellectual capital (human capital, relational capital and

structural capital) are described as well as their importance for organisational performance in the current competitive environment is explained. Section 2 is focused on a particular type of knowledge – relational capital- defined as institutionalised knowledge in the form of business connections with customers, suppliers, shareholders, alliance partners and other agents. This section presents and examines a typology of different types of organisational relational capital within companies: idiosyncratic, core, ancillary and compulsory. Section 3 presents the results of a case study done in pioneer service firms in Spain regarding knowledge measuring and reporting. It analyses the main indicators used for quantifying knowledge embedded in the firm's relations with customers, suppliers, stakeholders and other agents.

The paper 'Knowledge construction in an Australian software development enterprise: developing the knowledge bases for innovative renewal' by Richard White and Ken Dovey describes the transformation of a software development organisation in Australia and theorises regarding the learning and knowledge construction processes which this entailed. It analyses these learning processes, and the form of practical implementation that underpinned them, and shows the critical role played by external stakeholders, such as customers, in the success of the implementation. A key insight gained from the project was the crucial role played by social capital in the collaborative learning practices through which relevant and pertinent knowledge was constructed.

The paper 'Leadership requirements in learning organisations and methods to impact' by Stefan Gueldenberg and Heinz Konrath examines how leadership influences organisational learning. Based on a conceptual framework and an empirical study, ten propositions are developed about specific elements that support organisational learning. The study presents opinions from 125 leaders in various companies, industries and geographic regions, with a strong focus on large enterprises of the high-tech industry. Feedback shows that leadership in learning organisations goes far beyond traditional leadership: Individual leadership, organisational leadership and incentives are key dimensions.

Jennifer Kunz is the author of the paper 'Organisational learning – lost and found?!'. It shows evidence concerning the manageability of the organisational learning process and thereby provides a starting point for an effective knowledge management strategy that guides the organisational learning process. Based on the idea of methodological individualism, it provides a model of organisational learning as an emergent process rooted in the abilities of individual organisational members perceive and communicate, their motivations, and their interactions with each other.

The paper 'Intellectual capital, competitive intelligence and the Economic Espionage Act' by Chris Carr, Scott Erickson and Helen Rothberg analyses the growth and practice of intellectual capital and competitive intelligence – two industry practices that have received increasing attention over the last decade. Related in terms of conceptual structure, the two fields also interact in terms of the benefits and costs of leveraging organisational knowledge in the face of competitive intelligence efforts. This interaction suggests the key question of how widely intellectual capital should be dispersed. In the USA, at least, the Economic Espionage Act provides some guidance. After a discussion of the key provisions of the Act, the paper provides practical suggestions for using intellectual capital resources as widely as possible while still protecting the firm from competitive intelligence threats.

The paper 'A knowledge creation model: harnessing, managing and utilising knowledge for competitive advantage' by Robert Sharkie develops a cyclical model of

the knowledge creation process which introduces the concept of a knowledge – sharing filter. This filter is significant because individuals form perceptions of the values and beliefs espoused by top management as viewed through the psychological contract and then decide the level of trust they will place in the organisation. This knowledge – sharing filter highlights the factors that influence the development of trust and hence the willingness of individuals to share their knowledge with others for the benefit of the organisation.

Finally, the paper ‘Un-related knowledge networks management: new challenges for the CKO’ by Nicolas Rolland takes up the challenge of analysing how firms manage their knowledge networks to leverage the management and the creation of organisational knowledge. It addresses the question of what are the new challenges for the chief knowledge officer (CKO) in this new context. Based on qualitative research methods, the empirical study stresses that the new roles of CKOs are based on the management of knowledge networks and especially on increasing unrelated knowledge networks. That implies problems for the constellation of knowledge networks management.

In sum, the collection of papers that configures the second issue of the *International Journal of Learning and Intellectual Capital* illustrates the complex challenges of managing and measuring knowledge-based resources in dynamic environments.

Finally, we would like to thank all people who contributed to make this journal possible, especially Dr Mohammed A. Dorgham (Inderscience Publishing) and his staff, for their support from the very beginning of this journal.