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Altri autori (Persone)	SanchezRon HeeneAimé
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Nota di contenuto	Introduction: identifying, building, and linking competences / Ron Sanchez -- Competences, distinctive competences, and core competences / Colin Eden & Fran Ackermann -- Managing the interaction of exploration and exploitation: ambidexterity as a high order dynamic capability / M. Sfirtsis and R. Moenaert -- The factors effecting the relation between the strategic options and the competence building process: an empirical examination / Sezi Çevik Onar & Seçkin Polat -- The coevolution of alliances and industries -- how industry transformation influences alliance formation and vice

versa / Christian Goeke, Martin Gersch, & Jörg Freiling -- The role of distributed competences for standard-setting communities: the case of industrial automation / Alexander Gerybadze & André Slowak -- Challenges for differentiators combining modularization and competence / Heike Proff -- Recursive advancement of competence-based business management and its conceptual modeling / Pekka Huovinen -- An expanded view of "management processes" in the systems view of organizations / Adriana Priyono, Denis Tejada, Ron Sanchez -- The intellectual structure of the competence based management field: a bibliometric analysis / Frédéric Prévot, Benedicte Branchet, Jean-Pierre Boissin, Jean-Claude Castagnos, and Gilles Guieu.

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## Sommario/riassunto

The papers in this volume explore key challenges in identifying, building, and linking competences within and between organizations. The first paper describes a facilitated process through managers may identify an organization's current competences and assess which of its capabilities may constitute the "core" of its distinctive competences. Subsequent papers elaborate basic issues in building organizational competence, including balancing the exploration of new competences and the exploitation of current competences, creating strategic options through competence building, linking the capabilities of alliance partners to target and build new competences, using product architectures in building and maintaining competences, the recursive nature of competence building processes, and the nature and role of management processes in competence building. A final paper analyzes the intellectual structure of and influences within the competence-based management perspective.

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