

Organizational Behavior

analyzing resources and capabilities

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Introduction

Change in focus

- from external to internal
- stability
- accessibility
- predictability
- fitness
- ...

basic questions

- What is our business?
- Who are our customers?
- Which of their needs are we seeking to serve?

- What will be our business?
- Who will be our customers?
- Which of their needs are we going to serve?

- Nosce te ipsum: resources and capabilities.

Resources

resources

resources

Resources are the productive assets owned by the firm.

(Grant, 2018: 112)

types of resources

- tangible
- intangible
- human

(Grant, 2018: 112)

tangible

- easy to identify
- easy to value
- e.g.:
 - cash
 - inventory
 - machinery
 - land
 - buildings

intangible

- not necessarily obvious
- hard to value
- e.g.:
 - brand
 - copyrights
 - patents
 - trademarks
 - trade names
 - customer lists

human

- not necessarily obvious or accessible
- hard to value
- e.g.:
 - abilities
 - knowledge

Capabilities

capabilities

capabilities

Capabilities are what the firm can do; a firm's capacity to deploy resources for the desired result.

(Grant, 2018; Helfat & Lieberman, 2002)

types of capabilities

- distinctive
- core
- dynamic
- ...

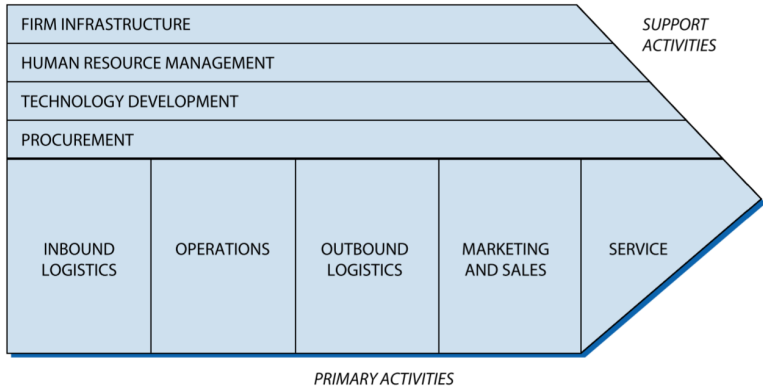
(Grant, 2018: 117–119)

analyzing capabilities

- functional
- value chain

(Grant, 2018: 117)

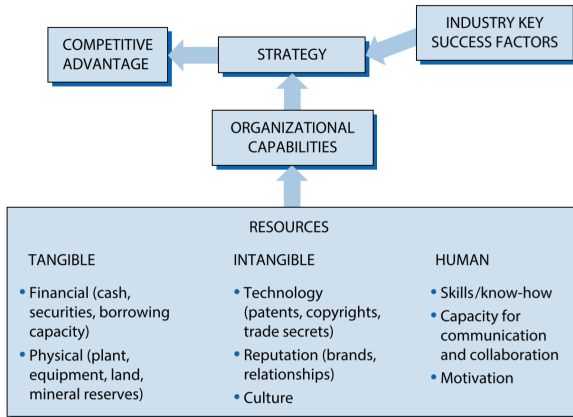
Porter's value chain



(Grant, 2018: 13)

Resource-Based View

The links between resources, capabilities, and competitive advantage



(Grant, 2018: 113)

the resource-based view of the firm

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The resource-based view of the firm is a conceptualization of the firm as a collection of resources and capabilities that form the basis of competitive advantage and the foundation for strategy.

(Grant, 2018: 12,108)

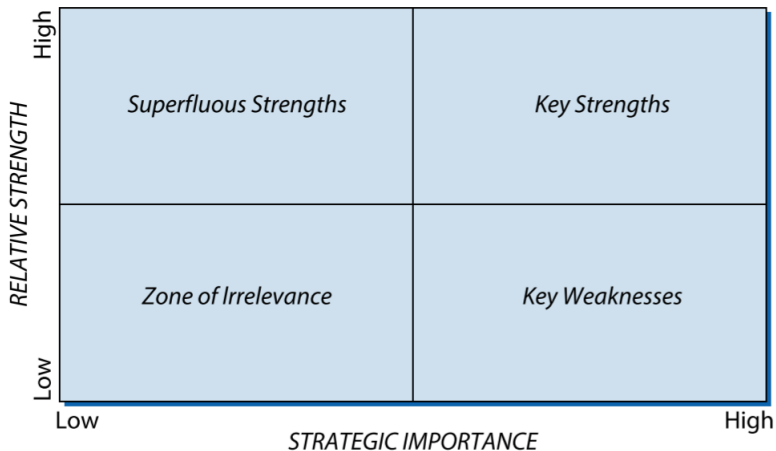
the resource-based view of the firm

- Establishing Competitive Advantage
 - relevance
 - scarcity
- Sustaining Competitive Advantage
 - durability
 - transferability
 - replicability
 - appropriation

(Grant, 2018: 112)

Appraisal

The framework for appraising resources and capabilities



(Grant, 2018: 124)

Sources

- Grant, R. M. (2018). Contemporary strategy analysis: Text and cases edition. John Wiley & Sons.
- Helfat, C. E., & Lieberman, M. B. (2002). The birth of capabilities: market entry and the importance of pre-history. *Industrial and corporate change*, 11(4). doi: 10.1093/icc/11.4.725

**M A S A R Y K
U N I V E R S I T Y**