

Table of Contents

Preface	xi
Carolina Feliciana MACHADO and J. Paulo DAVIM	
Chapter 1. We the Engineers and Them the Managers	1
Teresa Carla TRIGO OLIVEIRA and João FONTES DA COSTA	
1.1. Introduction	1
1.2. Identities and values: the self and the other	4
1.3. Symmetries, asymmetries and career dynamics	7
1.4. Evolving identities and professional reference groups	9
1.5. Protean or boundaryless careers	11
1.6. Dialectics, dilemmas and career choices	14
1.7. Case study, sample and data analysis	16
1.8. Results	17
1.8.1. Professional identification (comparison group)	17
1.8.2. Mediating effect of the perceived comparative status	17
1.8.3. Management training/education	19
1.8.4. Relationship between engineers and managers	20
1.9. Discussion and conclusions	24
1.10. Strengths and limits	25
1.11. Implications for future research	26
1.12. Bibliography	26
Chapter 2. Strategic Capabilities for Successful Engagement in Proactive CSR in Small and Medium Enterprises: A Resource-Based View Approach	37
Nuttaneeya (Ann) TORUGSA and Wayne O'DONOHUE	
2.1. Introduction – CSR and SMEs	38
2.1.1. The nature of CSR	38
2.1.2. The SME context	39

2.2. The resource-based view approach to business strategy	41
2.2.1. Resources and capabilities	41
2.2.2. Competitive advantage and performance	44
2.3. Proactive CSR in SMEs	45
2.3.1. Economic dimension of proactive CSR	45
2.3.2. Social dimension of proactive CSR	46
2.3.3. Environmental dimension of proactive CSR	47
2.3.4. Interaction and its contribution to SME financial performance	49
2.4. Capabilities for proactive CSR in SMEs	50
2.4.1. Internally directed capabilities	52
2.4.2. Externally directed capabilities	54
2.5. Conceptual model for successful engagement in proactive CSR in SMEs	57
2.6. Conclusion	58
2.7. Bibliography	60
Chapter 3. Innovative Management Development in the Automotive Supply Industry – A Preliminary Case Study for the Development of an Innovative Approach to Innovation Management	69
Frank E.P. DIEVERNICH and Kim Oliver TOKARSKI	
3.1. Introduction	69
3.2. Innovation	71
3.3. Case study	74
3.3.1. Small event/critical juncture	77
3.3.2. Strategy	78
3.3.3. Structure (organization)	81
3.3.4. Culture	83
3.3.5. People/personnel	85
3.3.6. Communication	86
3.4. Reflection as a key to innovative management development	87
3.5. Further research issues	87
3.6. Bibliography	89
Chapter 4. Innovative Product Design and Development through Online Customization	93
M. Reza ABDI and Vipin KHANNA	
4.1. Introduction	94
4.2. Mass customization and reconfigurable products for E-PD	96
4.2.1. Innovative reconfigurable product development	98
4.2.2. Conceptual systematic loop of E-PD	99
4.3. The empirical research design	101

4.4. Case of Indian office furniture sector	103
4.4.1. Market segmentation	105
4.4.2. Distribution channels	107
4.4.3. Data collection	107
4.5. Data analysis.	109
4.5.1. Response of questionnaires.	109
4.5.2. Findings on section A1.1 (demographics): getting to know the respondents	110
4.5.3. Findings on section A1.2 (opinion): how they feel about these statements	112
4.6. Discussions and further analysis using PESTLE	114
4.6.1. Political and legal factors	114
4.6.2. Economic factors	115
4.6.3. Social factors	116
4.6.4. Technological factors	116
4.6.5. Environmental factors	116
4.6.6. Critical factors for decision-making over E-PD implementation.	118
4.7. Conclusions	119
4.8. Bibliography.	120
4.9. Appendix	123
4.9.1. Questionnaire.	123
Chapter 5. Struggling for Survival and Success: Can Brazil's Defense Industry Help Foster Innovation?	127
Alex Lôbo CARLOS and Regina Maria DE OLIVEIRA LEITE	
5.1. Introduction	128
5.2. Innovation as a driver for success and its common hurdles	129
5.2.1. A brief portrait of innovation in Brazil	130
5.3. Offset agreements: concepts and applications	133
5.3.1. The early days of offsets	134
5.3.2. Types of offsets	135
5.4. How exactly is Brazil using offsets to overcome the major obstacles to innovation?	137
5.5. Some methodological considerations and empirical results	139
5.5.1. Measuring instrument	139
5.5.2. A brief description of the companies surveyed and the respondents	140
5.5.3. Some empirical evidences on the perceived role of offsets	142
5.5.4. Main research questions and results	143
5.6. Conclusion	150
5.7. Bibliography.	152

Chapter 6. Knowledge Management Fostering Innovation: Balancing Practices and Enabling Contexts	155
Maria João SANTOS and Raky WANE	
6.1. Introduction	155
6.2. Knowledge management and innovation	158
6.3. KM practices fostering innovation: what practices?	161
6.3.1. Identification practices	163
6.3.2. Creation practices	164
6.3.3. Storage practices	165
6.3.4. Sharing and using practices	166
6.4. Enabling factors/organizational context	167
6.4.1. Leadership	168
6.4.2. IT support	169
6.4.3. Culture	170
6.5. Innovation performance	171
6.6. Conclusion	173
6.7. Bibliography	175
Chapter 7. Institutional Logics Promoting and Inhibiting Innovation	179
Teresa Carla TRIGO OLIVEIRA and Stuart HOLLAND	
7.1. Introduction	179
7.2. Innovation from Schumpeter to Nonaka	182
7.3. Institutional logics	184
7.3.1. Bridging, spanning and synergies	185
7.4. Socio-cognitive and institutional logics	186
7.5. Big leap innovation: Fordism	187
7.5.1. Inertial operational and organizational logic	188
7.6. Small step innovation: post-Fordism	188
7.6.1. Kaizen and mutual advantage	190
7.6.2. Porter dismisses kaizen	191
7.7. Social and psychological contracts	192
7.7.1. Psychological contracts	193
7.8. Inertial organizational logic	195
7.9. Inertial operational logic	197
7.10. Conflicting operational logics	199
7.11. Operational logic and learning	200
7.11.1. Interfacing tacit and explicit knowledge	201
7.12. Conclusion	204
7.13. Future research directions	205
7.14. Bibliography	206
7.15. Further recommended reading	212

Chapter 8. HRM in SMEs in Portugal: An Innovative Proposal of Characterization	217
Pedro Ribeiro NOVO DE MELO and Carolina Feliciana MACHADO	
8.1. Introduction	217
8.2. SMEs	218
8.2.1. Characteristics of SMEs	220
8.3. HRM	222
8.3.1. HRM versus personnel management	222
8.3.2. HRM in Portugal	223
8.4. HRM in SMEs	225
8.5. Methodology	228
8.5.1. Sample	228
8.5.2. Data collection	229
8.5.3. Response rate	229
8.6. Results	230
8.6.1. Relationship between strategies of HRM and overall business strategy	230
8.6.2. Process term planning	230
8.6.3. Priorities with employees with low pay/qualifications . .	230
8.6.4. Department/employee responsible for HR	231
8.6.5. HR manager role in a company	231
8.6.6. HRM in a company	231
8.6.7. Recruitment and selection	232
8.6.8. Training and development	233
8.6.9. Performance	233
8.6.10. Incentives	234
8.7. Characterization proposal of HRM in Portuguese SMEs . . .	234
8.7.1. HRM practices	235
8.7.2. Recruitment and selection	235
8.7.3. Training and development	236
8.7.4. Performance assessment	236
8.7.5. Incentives	237
8.7.6. HR policies	237
8.7.7. Relationship with business strategy	237
8.7.8. Long-term planning	238
8.7.9. HR manager role	238
8.8. Conclusions	239
8.9. Bibliography	239
List of Authors	243
Index	245