



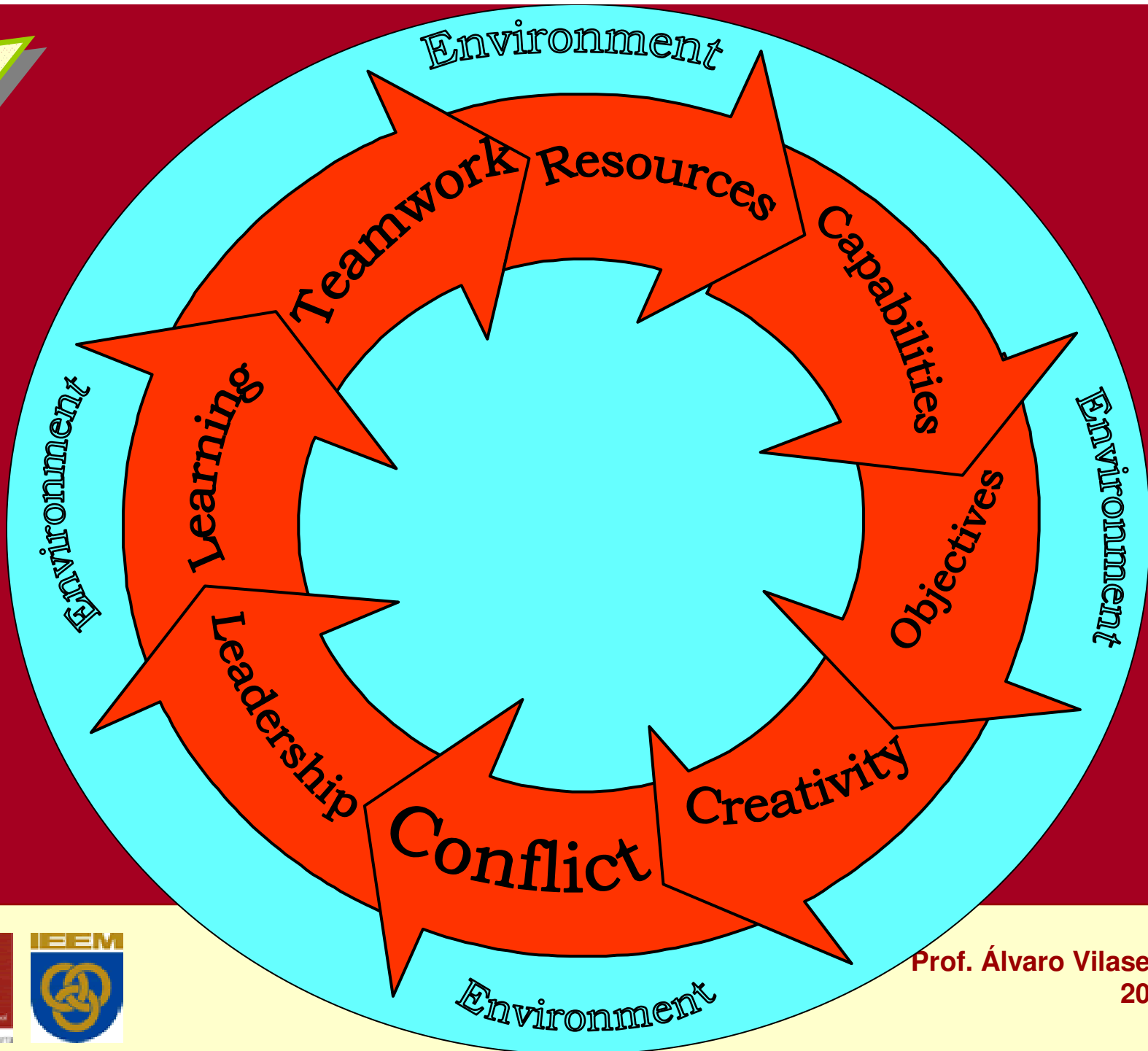
Resource-Based View

- The firm should be perceived as a set of resources and capabilities (Wernerfelt, 1984)
- The firm resources and its combination and application determines what it can do (Grant, 1991)
- The strategic resources of the firm determine its sustainable competitive advantage vis-à-vis other firms of the industry (Barney, 1991)



Learning Points

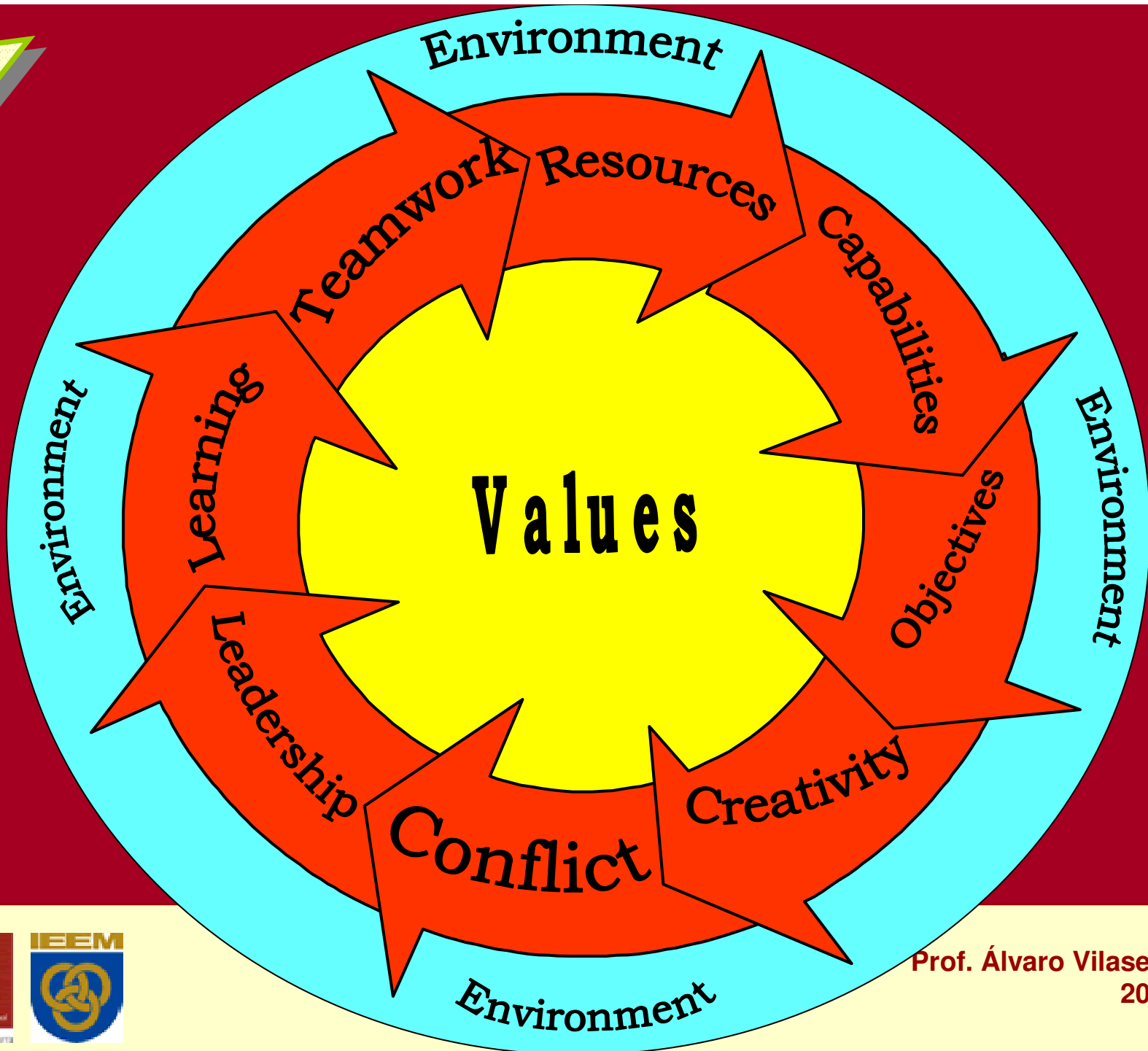
- Excuse to see conflict management, learning and flexibility skills.
- “Unfeasible” objectives and high organizational performance with regular people.
- Meet goals with scarce resources and lack of high-tech support.
- In the long term organizational skills and management capabilities are the unique sustainable competitive advantages.
- The former in addition with learning teamwork should be the sources of competitive advantages that guide us to overcome the “mountains” of the future.





Organizational Development

- **First Stage:**
 - **The organization maintains the status quo. “Others will rescue us.” Inertia. Formal leadership (Antonio).**
- **Second Stage:**
 - **Organizational adaptability and change. Expedition preparation based on excessive rationale. Uncertainty. Knowledge-based leadership (Canessa).**
- **Third Stage:**
 - **High dissatisfaction with status quo. Expedition seems unfeasible. However, low change costs. Personal leadership (Parrado).**





Thank you very much !

**I would be very pleased to receive
your comments on the lecture**

avilaseca@um.edu.uy



**Prof. Álvaro Vilaseca
2008**