

Chapter 9

Can Human and Technical Resources be In Sync to Advance Resourceful Inclusive Enterprise?

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ABSTRACT

The precept of this chapter is about understanding the synchronicity of worldwide literacies, human resources, and technology in building enterprises that can operate successfully in varied environments. A co-constructed competency model can be adapted to commendably contextualize knowledge and technology in relation to prevailing economic conditions to surge output. Specialized knowledge can be described as highly structured skill sets that allow a firm to respond positively to demand to intensify outputs. Expertise too can be asserted as the scientific knowledge that can be applied to make everything practical. The chapter advances arguments that empathetic dominant world cultural settings and possessing explicit knowledge, useful skills, and appropriate technology can allow a firm to make better sense of markets and increase productivity.

INTRODUCTION

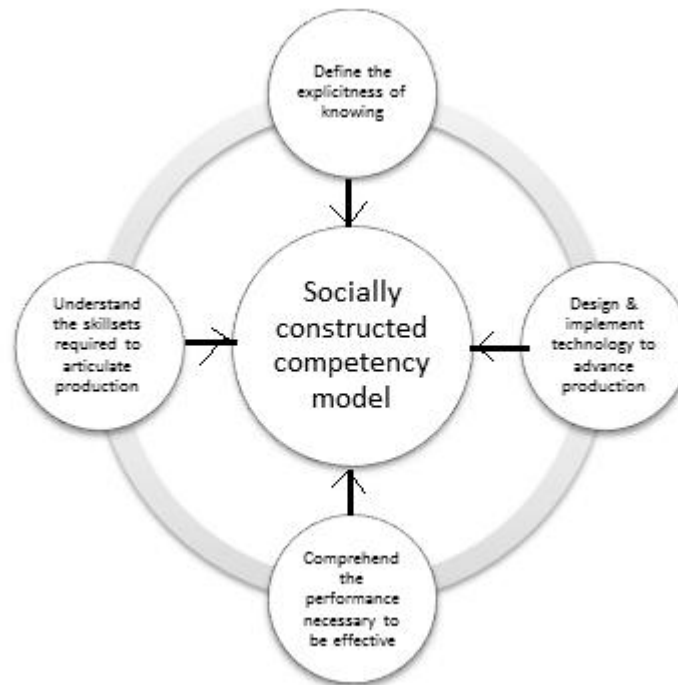
In an attempt to answer the question “Can human and technical skills be in sync to advance resourceful inclusive enterprise?” the chapter is organized in *five objectives*. The *first* describes a social construction framework referred to as the Socially Constructed Competency Model (SCCM) a knowledge-based system which can be applied to understand knowledge creation, the development

of skill sets, and the know-how required by people in useful organization. The framework provides the *jig* which can be used to synchronize practices in resourceful business entities. (see Figure 1)

The *second* reviews a carefully selected literature such as the Adam Smith (1723-1790) division of labor and specialization first published in 1774 in a book entitled: *An Inquiry into the Nature and Causes of the Wealth of Nations*, and how this classical text can be adapted to circumscribe tasks, practices and talents, and to explain the economic inter-dependences of abilities, knowl-

DOI: 10.4018/978-1-4666-4884-5.ch009

Figure 1.



edge and technology to effectively exploit markets (Mupepi, 2009). The principles of labor have survived the test of time and Adam Smith is one of the most quoted classical economists in leading business institutions (Smith, 1976). Many successful organizations worldwide have knowingly or unknowingly created their own *Magnus opus* around economics and techniques developed in 19th Century Scotland. The discourse adapts some of those techniques and germane organizational behavior theory to chart afresh the competitive vigor of the business.

The *third* makes a proposition that successful organization hinges on the ability of a firm to recreate itself, develop and implement practices to leverage explicit knowledge and gain competitive advantage. A circumspectly selected literature is reviewed to allow the contextualization and adaptation of knowledge to happen in the process of creating goods and services that are more valued by customers.

The *fourth* illustrates how *efficiency* and *effectiveness* can be achieved. The firm can specialize and diversify its activities to sustain the budding enterprise and increase yields. Wealth can be realized by controlling costs and accounting for taxation, all things being equal (see Figure 2). The *fifth* objective draws a conclusion. Thus the chapter illustrates how human resources strategy can successfully create the knowledge and technology that support organizational goals.

AN OVERVIEW OF LITERATURE REVIEW

One component of developing the techniques required to progress useful organizations is to appraise what has successfully been done in the same efforts in the past and to proceed from there to create a better future. The assessment is in three objectives. The first part is about the prevailing

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