

COMPETITIVE ADVANTAGE IN SMEs

ORGANISING FOR INNOVATION AND CHANGE

Edited by

Oswald Jones

and

Fiona Tilley

Manchester Metropolitan University



WILEY

CONTENTS

Biographies	vn
Preface	xi
1 Introduction <i>Fiona Tilley and Jane Tonge</i>	1
Section 1 General Management Issues	13
2 Competitive Advantage in SMEs: Towards a Conceptual Framework <i>Oswald Jones</i>	15
3 Strategic Management for Small and Medium-sized Enterprises (SMEs) <i>Alan Marsden and Carole Forbes</i>	34
4 Corporate Governance for Competitive Advantage in SMEs <i>Richard Warren</i>	54
5 Sustainability and Competitiveness: Are there Mutual Advantages for SMEs? <i>Fiona Tilley, Paul Hooper and Liz Walley</i>	71
Section 2 Managing People	85
6 Human Resource Management: Managing People in Smaller Organisations <i>Scott Taylor, Sue Shaw and Carol Atkinson</i>	87

7	Employee Share Ownership in SMEs <i>Andrew Pendleton</i>	105
8	Managing Creativity and Competitive Advantage in SMEs: Examining Creative, New Media Firms <i>Mark Banks, Meg Elliott and Julia Owen</i>	120
9	Innovation in SMEs: Intrapreneurs and New Routines <i>Oswald Jones</i>	135
10	Networking Capability: The Competitive Advantage of Small Firms <i>David Taylor and Krsto Pandza</i>	156
	Section 3 Functional Management	175
11	The Adoption of E-Business Technology by SMEs <i>Paul Windrum and Pascale de Berranger</i>	177
12	Supply Chain Management: Improving Competitive Advantage in SMEs <i>Allan Macpherson and Alison Wilson</i>	202
13	Sustaining Viability in SMEs: Perspectives on Innovation in Financial Management <i>Bob Sweeting, Tony Berry and Jitsuo Goto</i>	218
14	Retail and Services Marketing <i>Steve Baron</i>	232
15	Conclusion <i>Oswald Jones and Fiona Tilley</i>	246
	Index	263