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Abstract: Small business has the liabilities of newness and difficulties with short of resources necessary. It has to design and implement several strategies to acquire and deploy the resources for survival and growth.

The resource-based view has been a theoretical perspective and logic system on the sources of organizational competitiveness. Traditionally, it has focused on the type of the internal firm specific resources, especially intangible and immittible organizational capabilities, strategic assets or core competences. But, the resource based view has several limits to predict and explain the sources of organizational competitiveness. It has not discussed what the relationship among internal core competencies are, and the change of the function of internal resources. Also, it has not considered the external resource linkages organizational capabilities (external resource co-optation capabilities).

This study has discussed several issues and idea to make the resource-based view keep theoretical potential to explain and predict the sources of organizational competitiveness. Also, this study tries to conceptualize a organizational life cycle model for Small Business Resource Management with resource-based view criticised.

It is necessary to make it have the logic ① that the attributes among internal resources are discussed, if those are complimentary or trade-off. ② the life cycle of the firm-resources. ③ The function of the firm-resources to organizational performance could be changed, ④ the relationships between organizational resources and competitiveness. These could be new research directions and topics to make the resource based view have theoretical forward.

We need to consider the characteristics and nature of small business, when designing master plan for firm-resources management. Especially, organizational life cycle should be deliberately to think about the firm-resources to contribute organizational competitiveness.

At start-up stage, a small business has to catch some resource set. This study name a bundle of resource at growth stage as ‘Seed resource cluster.’ We can composite ‘Seed resource cluster’ with several elements such as innovation-oriented entrepreneurship, visionary/transformational leadership, absorption force, attractiveness, capturing opportunities ability, strategic thinking, finding new business item, creative problem solving capabilities, market exploitation, passionate entrepreneurial mind, management knowledge, management Skill. Also commitment and/or passionate motivation of TMT, followership, Job KSA, cohesiveness of R&D employee, could be considered as Seed resource cluster. new technology, manufacturing outsourcing capa-

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abilities, new business item, new business model, start business monetary resource, R&D investment fund, alliance for R&D, alliance for manufacturing, TMT trust and shared desirability for vision. Start business monetary resource and R&D investment fund should considered.

At growth stage, a small business has to catch some resource set. This study name a bundle of resource at start-up stage as ‘Organizational Growth Hormone Resource Cluster.’ At growth stage, a entrepreneur possesses market-oriented entrepreneurship, business capabilities, social skill, personal network, capturing opportunities ability, strategic thinking, absorption force, and attractiveness. The TMT should posses royalty, organizational commitment and trust among members. R&D and marketing employees should posses Job KSA, Cohesiveness, and motivation. Also small business has patent, new manufacturing system, global marketing capabilities, financial leverage capabilities and alliance for marketing are very important for small business competitiveness. systemizing capabilities and shared core values are functioned positively for organizational competitiveness.

At plateau stage, a small business should possess some resource set. This study name a bundle of resource as ‘Revitalization resource cluster.’ Entrepreneurs of plateau stage should possess capabilities of finding new business item, humility, learning mind, absorption force and attractiveness. The ‘Revitalization resource cluster’ could include royalty, trust, initiating change and innovation of TMT, employee’s Job KSA, challenging behavior, new technology development, manufacturing system management capabilities. Also, some capabilities of finding new business item and global marketing capabilities are necessary for re-growth. Especially small business at plateau stage need capabilities of managing cash flows. Alliance for R&D, Business reengineering and learning culture could contribute organizational competetiveness effectively at plateau stage.

At re-birth stage for large firm stage, a small business should possess some resource set. This study name a bundle of resource as ‘Re-start-up resource cluster.’ Entrepreneurs of re-birth stage for large firm, stage should possess capabilities of absorption force, attractiveness, finding new business item, social skill, negotiation skill and transformational leadership. The TMT should play some role of initiating change and innovation, autonomy and business ethics. Employees should have self directed learning, challenging behavior and new KSA for changing jobs. At re-birth stage for large firm stage, a small business should possess new technology, manufacturing outsourcing capabilities, new business item, marketing capabilities, global marketing, new business investment capital, strategic alliance, change management system, Re start business value sharing and innovative culture.