Creating Value with Acquired Human Capital

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The acquisition of capabilities embedded in human capital is central to the reasons behind many of the value creation moves by firms. Developing a better understanding of the processes by which firms may actually use the acquired intellectual property provides challenges in conceptual clarity, unit of analysis, and methodology. This paper will discuss each of these challenges, suggest areas of progress to date, and provide a series of recommendations for research programs in corporate development that involve the use of human capital from outside the firm’s boundaries.