Short description of research papers written by **Garanina Tatiana A.** – Candidate Degree in Economics, Institute “Graduate School of Management”, St.Petersburg University

1. Dumay J., **Garanina T.** Intellectual capital research: A critical examination of the third stage // Journal of Intellectual Capital, 2013. — Vol. 14, — № 1. — P. 10-25.

2. Andreeva T., **Garanina T.** Do all elements of intellectual capital matter for organizational performance? Evidence from Russian context // Journal of Intellectual Capital, 2016. — Vol. 17, — № 2. — P. 397-412.

3. Grosul M.V., Garanina T.A., Andreev A.V., Ivanov A.Y. Intellectual Capital Management in Block of Refining, Petrochemistry and Gas Processing of PJSC Lukoil // Innovations, 2016. — T. 5, — № 211. — С. 71-78.

The purpose of the paper “Intellectual capital research: a critical examination of the third stage” is to examine intellectual capital research (ICR) methods and critically analyze the ways and possibilities of their utilization. The data set for this analysis is based on examining IC papers published in specialist IC and generalist accounting journals from the years 2000 to 2011.

The implication of this paper for ICR and practice is to create a continued discourse about evolving approaches to ICR so we can continue communicating leading edge, third wave ICR, which develops IC theory in practice and effective IC management through praxis.

The paper is novel because it investigates how ICR has transitioned, how it evolved into third stage and how ICR might continue to develop.

Based on extensive literature review, the authors (Dumay, Garanina, 2013) say that at the first stage, from 1980 till 1990’s the researchers had been indentifying intangible factors that create company’s value. In particular, the [Petty, Guthrie, 2000, p. 156] study states: «The objective of this intellectual capital development stage was to make the invisible visible. Mission completed». This was necessary to reveal the potential for further theory development. At the second stage, the approaches to the main terms and definitions were elaborated, the structure of intellectual capital was revealed, the new methods of its estimation and measurement were generated. By the mid 2000’s there were already more than 100 different assessment methods of intellectual capital in general and of its elements in particular. It should be noted that despite the merit of these studies where the authors were empirically confirming the relationship between the above-mentioned elements, they did not consider the application of the results obtained in company management.

With the help of terminology introduced in (Olson et al., 2001) Dumay and Garanina (2013) say that a lot of researchers are stuck in “evaluatory trap” at the end of the second stage of intellectual capital theory development.

The authors provide arguments why it is so important to overcome the trap and come to the third stage of IC theory development that is devoted to real methods and mechanisms of managing intellectual capital and its elements in order to give practical recommendations to real companies in order to maximize their performance indicators.

The next paper (Andreeva, Garanina, 2016) aims to provide empirical insight into the relationship between three main elements of IC (human, relational and structural) and organisational performance of 240 Russian manufacturing companies for further development of recommendations on their value creation. The obtained results suggest that for manufacturing companies, organizational structure and the effectiveness of internal processes play a much more important role in company value creation than relationships with customers and other stakeholders. The core managerial implication of this study is that building structural capital, providing employees with efficient and relevant information systems and tools to support cooperation between employees, as well as carefully documenting organisational knowledge and making it easily accessible for employees, should be in the focus of the managers of manufacturing companies.

In the paper (Grosul et al., 2016) a real case of the evolution of the system of intellectual capital management in Block of Refining, Petrochemistry and Gas Processing of PJSC Lukoil is described to illustrate the third stage of IC concept development. This example provides a real case that helps to get the understanding that in the economy of XXI century the leaders are only those companies that effectively manage not only tangible assets, but also their intellectual capital (intangible assets) that are based on knowledge, experience, information, know-how, etc. In the paper the main stages of development of the system of managing IC in Block of Refining, Petrochemistry and Gas Processing of PJSC Lukoil are described. The main problems that were faced during the incorporation of the system and the main ways to overcome these situations are also highlighted in the paper. At the end of the paper internal processes of Lukoil company that help to make the system of intellectual capital management sustainable are described. The main financial and non-financial indicators that characterize the effectiveness of the IC system are represented. The focus of the paper is made on the role of development and implementation of internal portal for knowledge sharing in Block of Refining, Petrochemistry and Gas Processing of PJSC Lukoil that help to illustrate on the real case the importance of structural capital in value creation of Russian manufacturing companies.