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Dynamic capabilities theory augments organizational learning theory by explaining path breaking behavior

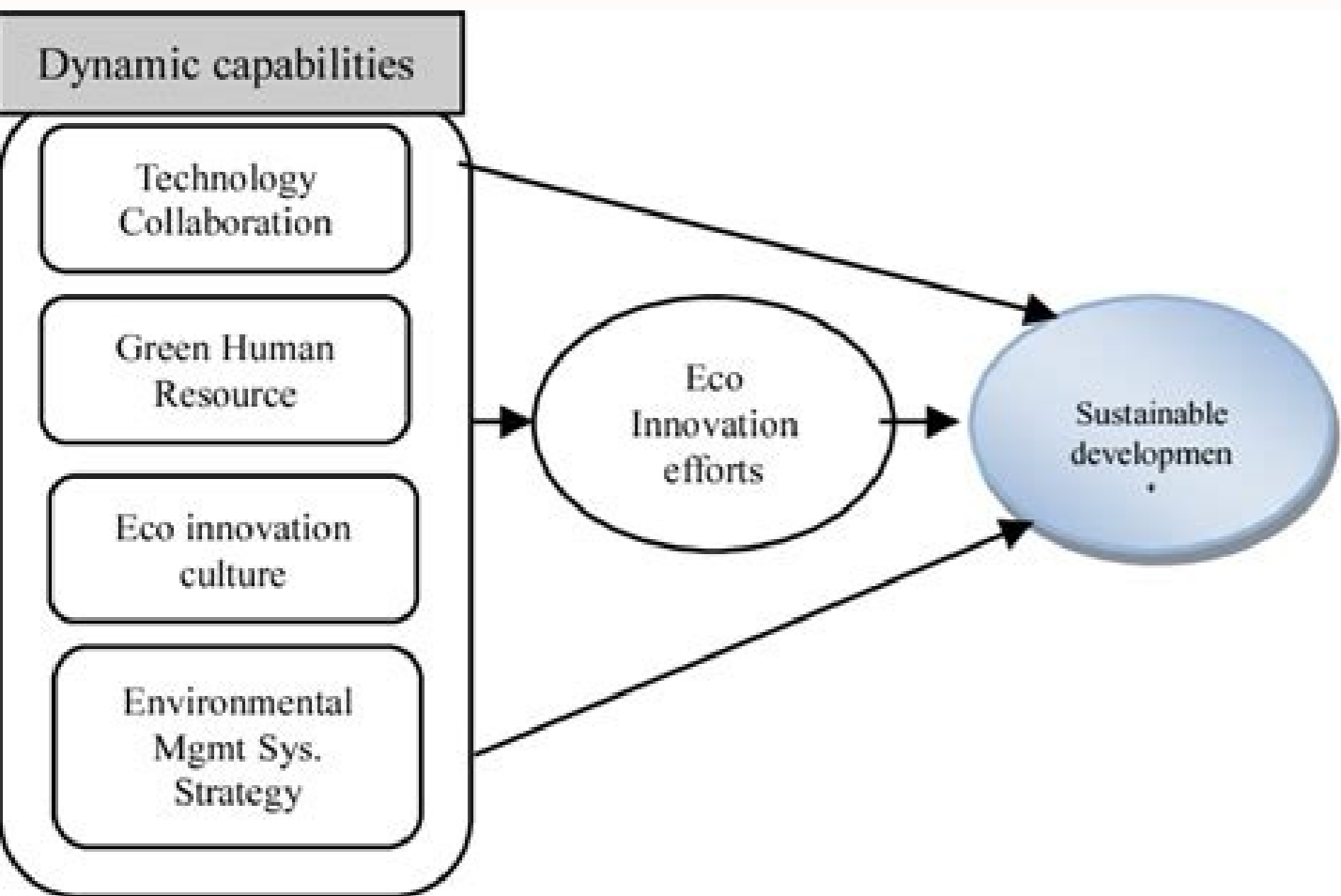
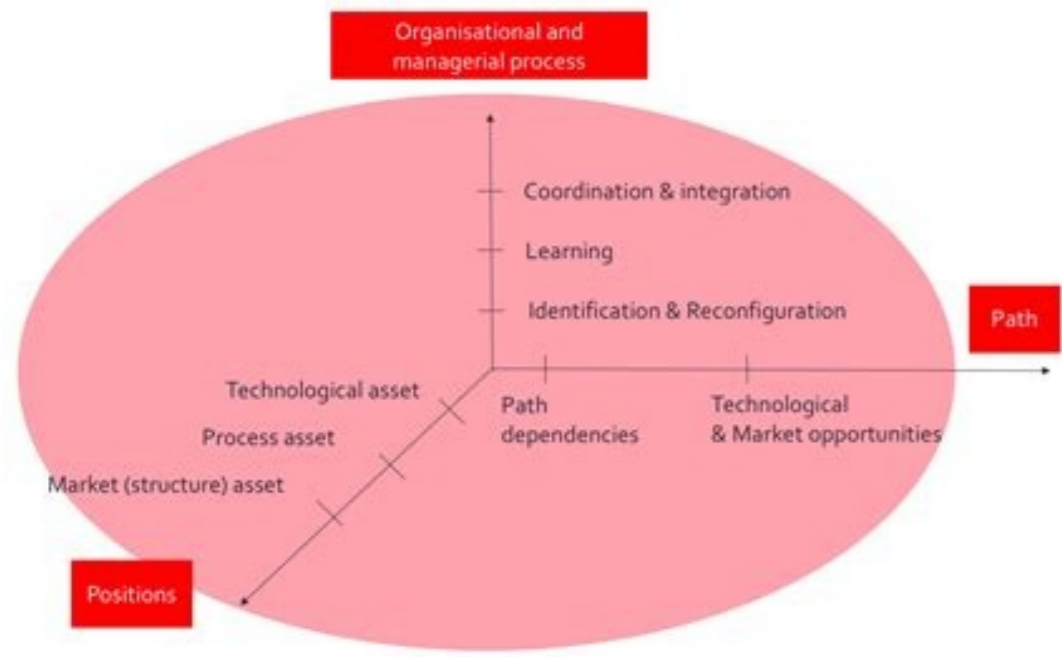
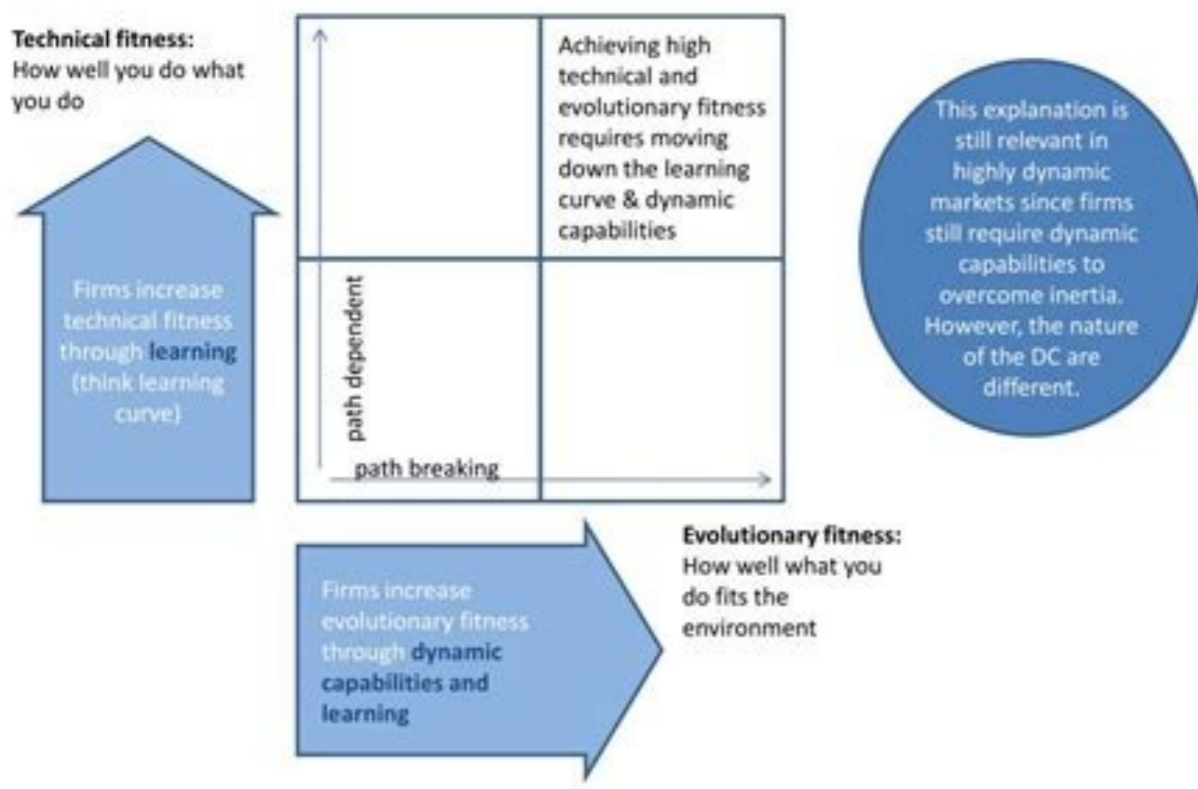
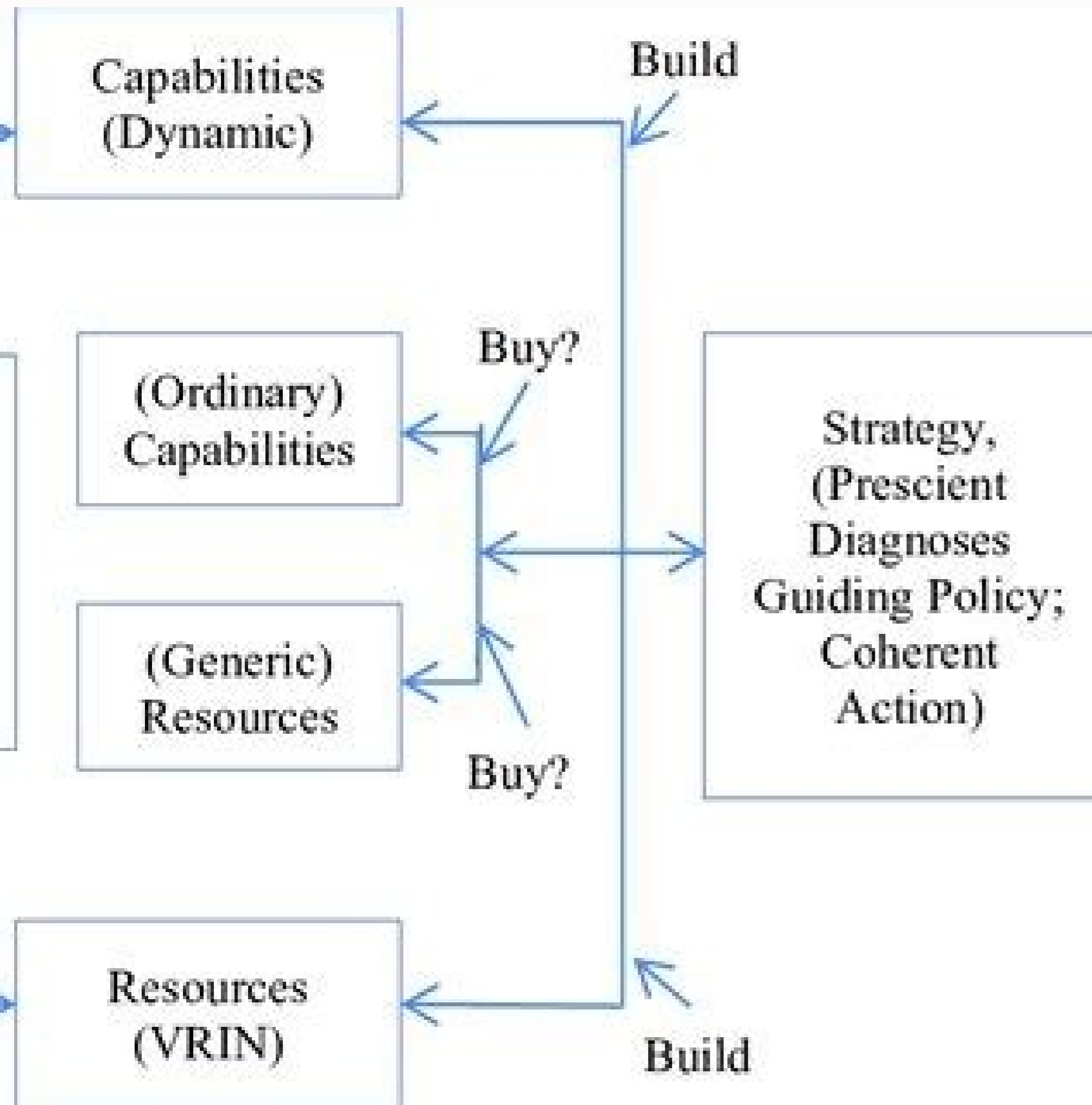
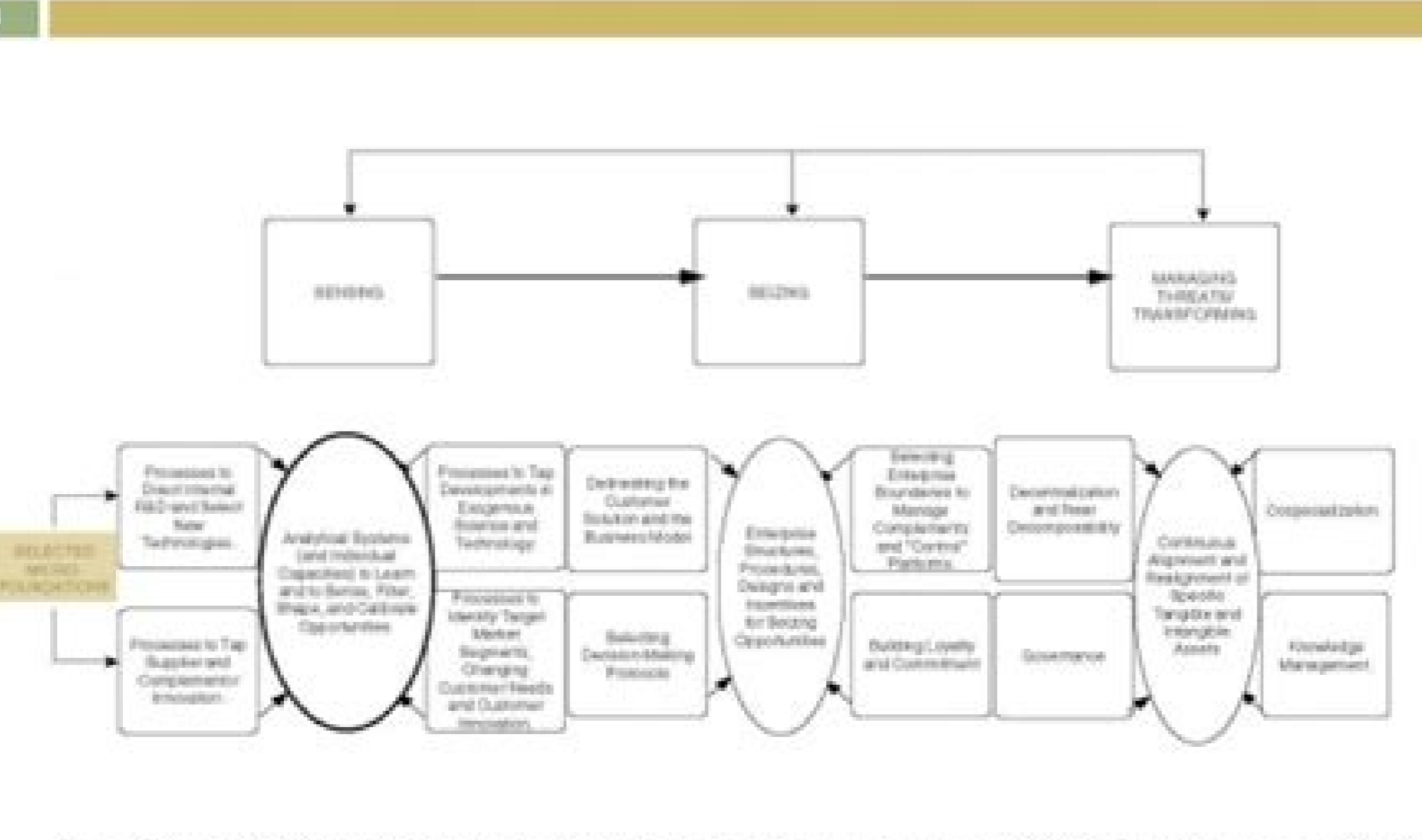


Figure 2: The relationship dynamic capabilities and eco



Intellectual Architecture of Dynamic Capabilities



Source: Figure 1.4 (p.49) of David Teece "Dynamic Capabilities and Strategic Management: Organization for Innovation and Growth"

Dynamic capabilities theory adalah. Dynamic capabilities theory definition. Dynamic capabilities theory meaning. Dynamic capabilities theory teece. How to apply dynamic capabilities theory and examples. Dynamic capabilities theory of management. Dynamic capabilities theory pdf. Dynamic capabilities theory in strategic management.

Dynamic capability is "the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments" (David J. Teece, Gary Pisano, and Amy Shuen). Dynamic capabilities can be distinguished from operational or "ordinary" capabilities, which pertain to the current operations of an organization. Dynamic capabilities, by contrast, refer to "the capacity of an organization to purposefully create, extend, or modify its resource base" (Helfat et al., 2007). The basic assumption of the dynamic capabilities framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage. Watch Dr. Teece and others describe dynamic capabilities and strategy. Processes Three dynamic capabilities are necessary in order to meet new challenges. Organizations and their employees need the capability to learn quickly and to build strategic assets. New strategic assets such as capability, technology, and customer feedback have to be integrated within the company. Existing strategic assets have to be transformed or reconfigured. Teece's concept of dynamic capabilities essentially says that what matters for business is corporate agility: the capacity to (1) sense and shape opportunities and threats, (2) seize opportunities, and (3) maintain competitiveness through enhancing, combining, protecting, and, when necessary, reconfiguring the business enterprise's intangible and tangible assets. Learning requires common codes of communication and coordinated search procedures. The organizational knowledge generated resides in new patterns of activity, in "routines," or a new logic of organization. Routines are patterns of interactions that represent successful solutions to particular problems. These patterns of interaction are resident in group behavior, and certain sub-routines may be resident in individual behavior. Collaborations and partnerships can be a source for new organizational learning, which helps firms to recognize dysfunctional routines and prevent strategic blind spots. Similar to learning, building strategic assets is another dynamic capability. For example, alliance and acquisition routines can enable firms to bring new strategic assets into the firm from external sources. New assets' effective and efficient internal coordination or integration of strategic assets may also determine a firm's performance. According to Gary (1988), quality performance is driven by special organizational routines for gathering and processing information, linking customer experiences with engineering design choices, and coordinating factories and component suppliers. Increasingly, competitive advantage also requires the integration of external activities and technologies; for example, in the form of alliances and the virtual corporation. Zahra and Nielsen (2002) show that internal and external human resources and technological resources are related to technology commercialization. Transformation of existing assets Fast-changing markets require the ability to reconfigure the firm's asset structure and accomplish the necessary internal and external transformation (Amit and Schoemaker, 1993). Change is costly, and so firms must develop processes to find high-payoff changes at low costs. The capability to change depends on the ability to scan the environment, evaluate markets, and quickly accomplish reconfiguration and transformation ahead of the competition. This can be supported by decentralization, local autonomy, and strategic alliances. Co-specialization Over time, a firm's assets may become co-specialized, meaning that they are uniquely valuable in combination. An example is where the physical assets (e.g., plants), human resources (e.g., researchers), and intellectual property (e.g., patents and tacit knowledge) of a company provide a synergistic combination of complementary assets. Such co-specialized assets are therefore more valuable in combination than in isolation. The combination gives a firm a more sustainable competitive advantage (Tece, 2009; Douma and Schreuder, 2013). Asset orchestration If capabilities are dependent on co-specialized assets, it makes the coordination task of management particularly difficult. Managerial decisions should take the optimal configuration of assets into account. Asset orchestration refers to the managerial search, selection, and configuration of resources and capabilities. The term intends to convey that in an optimal configuration of assets, the whole is more valuable than the sum of the parts. Research Article: 2018 Vol: 22 Issue: 2 Dynamic Capabilities, Dynamic Capabilities Definition, Systematic Review, Formal Concept Analysis, Introduction Dynamic capabilities (DC) theory emerged as both an extension to and a reaction against the resource-based view (RBV) to interpret the development of resources and capabilities to address rapidly changing environments. DC may be considered as a source of competitive advantage (Tece, Pisano & Shuen, 1997). DC theory goes beyond the idea that sustainable competitive advantage is based on a firm's acquisition of valuable, rare, inimitable and non-substitutable (VRIN) resources. Dynamic capabilities are responsible for enabling organizations to integrate, marshal and reconfigure their resources and capabilities to adapt to rapidly changing environments. Thus, DCs are processes that enable an organization to reconfigure its strategy and resources to achieve sustainable competitive advantages and superior performance in rapidly changing environments. Despite the wealth of studies discussing the idea of DC, to advance the theory further requires a collective effort on the part of researchers both to illustrate concepts related to the theory and how to link them with empirical practices within organizations. With that last statement in mind, the current paper aims to investigate two fundamental questions: first, whether there is a commonly agreed-upon empirically based definition of DC; and second, which are the most influential conceptual definitions that have affected previous empirical research in the field of DC over the period 1997 to 2015. The starting year was chosen because it saw the publication of Teece, Pisano & Shuen's paper (1997), which is considered a key reference in the field of business economics and has generated major debate among researchers in the business strategy field when presenting their conceptual definition of DC. The paper is structured as follows: the first section provides the introduction; the second section sets out the theoretical background and a literature review; the third section discusses the methodology used, while the fourth describes the data analysis; the fifth section presents the findings of our study and the sixth section presents conclusion and limitations of the study. Descriptive Abstract and Literature Review Dynamic capabilities approach solves one of the weaknesses of RBV namely, the inability of RBV to explain processes that allow firms to adapt to rapidly changing environments. Integrating RBV with dynamic capabilities approach allows firms to address the greatest attention (Barney & Ouchi, 1986). During that period, the RBV theory was the major subject of discussion. It viewed a firm as a portfolio of tangible and intangible resources and capabilities: the ability to combine resources in an innovative and efficient manner constituted "the firm's capabilities" (Wernerfelt, 1984; Grant, 1991; Helfat et al., 2007; Barney, 1991). In this view, competitive advantage is: "when a firm is implementing a value creating strategy not simultaneously being implemented by any current or potential competitors" (Barney, 1991, p. 102). These ideas emerged from VRIN resources (Barney, 1991; Tondolo & Bitencourt, 2014). DC theory was derived from RBV theory and compensated for that theory's shortcomings when it came to explaining sustainable competitive advantage and superior performance in a dynamic environment. Teece, Pisano & Shuen (1997) defined DCs as "the firm's ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments" (p. 516). DCs are thus "the organizational and strategic routines by which firms achieve new resource configurations as markets emerge, collide, split, evolve and die" (Eisenhardt & Martin, 2000, p. 1107). Teece (2007) made a major contribution to DC theory by writing about the micro-foundations for each of the three following dimensions: sensing (identification and assessment of an opportunity), seizing (mobilization of resources to address an opportunity), and reconfiguring (transforming internal and external competencies to address rapidly changing environments). Teece, Pisano & Shuen (1997), p. 64. Organizational skills Benner 2009 Dynamic capabilities defined as "the capacity to sense and shape opportunities and threats, to seize opportunities and to maintain competitiveness through enhancing, combining, protecting and, when necessary, reconfiguring the business enterprise's intangible and tangible assets." (Tece, 2007, p. 174). Organizational skills Grizzly, Baker & Grinstein 2014 Dynamic capabilities defined as "the capacity to sense and shape opportunities and threats, to seize opportunities and to maintain competitiveness through enhancing, combining, protecting and, when necessary, reconfiguring the business enterprise's intangible and tangible assets." (Tece, 2007, p. 479). Managerial skills Ljungquist 2014 Dynamic capabilities defined as "the capacity of an organization to purposefully create, extend or modify its resource base." (Helfat et al., 2007, p. 83). Organizational capacity Makonen et al. 2014 Dynamic capabilities defined as "the organization's capacity to purposefully create, extend and modify the existing resource base, thus facilitate the change and renewal of current processes and promote innovation to achieve a better fit with the environment." (Eisenhardt & Martin, 2000; Helfat et al., 2007; Winter, 2003; Zahra et al., 2006; Zollo & Winter, 2002), p. 2708. Organizational capacity and routines Piening & Salge 2015 Dynamic capabilities defined as "How firms create, implement and replicate new operating routines." (In the article), p. 94. Organizational processes Choi & Moon 2015 Dynamic capabilities defined as "the ability of organizational convergence activities such as sensing convergence demands, integrating convergence resources, coordinating organizational competencies and assets in convergence environments." (In the article), p. 3. Organizational and managerial skills Majumdar, Jantunen & Hujala 2015 Dynamic capabilities defined as "the capacity to sense and shape opportunities and threats, to seize opportunities and to maintain competitiveness through enhancing, combining, protecting and, when necessary, reconfiguring the business enterprise's intangible and tangible assets." (Tece, 2007, p. 5). Managerial skills Simon et al. 2015 Dynamic capabilities defined as "the ability and processes of the firm to configure its resources and thus allow the organization to adapt and evolve." (in the article), p. 916. Organizational skills and processes Rice et al. 2015 Dynamic capabilities defined as "the ability to integrate, build and reconfigure the resource base over time, in order to respond to changing environments." (Tece, Pisano & Shuen, 1997), p. 232. Organizational skills Wilhelm, Schlomer & Mourer 2015 Dynamic capabilities defined as "a meta-routine designed to improve a company's operating routines." (in the article), p. 328. Meta-routine Note: Based on our review of articles included in Table 3 according to the dimension of conceptual definition, the following primary focus of "dynamic capabilities" definitions can be identified: "Organizational Methods", "Entrepreneurial Skills", "Organizational Routines", "Learning Patterns", "Organizational Capabilities", "Entrepreneurial Resource Management Processes", "Problem Solving Patterns", "Managerial Skills", "Organizational Processes", "Organizational Characteristics" and "Meta-Routine". Our review did not elaborate on these key factors in detail, since they are beyond the scope of this study, which focuses only on the source of the definition of the dynamic capabilities. To analyse the articles listed above in the sample of the present study according to the specific dimensions of the definitions of DC they proposed or provided, we used formal concept analysis (FCA), which aims to achieve clarity of concepts by revealing observable, elementary properties of the subsumed objects and through which attributes can be modelled and predicted in a clear and concise manner (Wold, 2012). FCA is an applied part of lattice theory that helps in the formalization of concepts as basic units of human knowledge electronically. English, 4. The present research was restricted to the period 1997 to 2015. Due to the above limitations, it may be difficult to generalize the results of this study. Appendix A: Articles Excluded Because Of Their Type As A Review Or Conceptual Paper No. Author and Year 1 Arfin (2015) 2 Arndt & Bach (2015) 3 Arndt & Jucevicius (2013) 4 Beske (2015) 5 Cavusgil, Seggie & Talay (2007) 6 Clifford Defee & Fugate (2010) 7 Eriksson (2013) 8 Eriksson (2014) 9 Fearon et al. (2013) 10 Helfat & Martin (2015) 11 Hou (2008) 12 Kim, Song & Triche (2015) 13 Markova (2012) 14 Vogel & Götzel (2013) 15 Zhenzen & Gujije (2013) Appendix B: Articles Excluded Because They Are Not Relevant To The DC Theory No. Author/s and Year 1 Liu & Bi (2013) 2 Pugno (2015) Appendix C: Articles Excluded Because Of The Need For Further Authorization Which Was Not Available To The Authors Of This Paper No. Author/s and Year 1 Vu (2013) 2 Kaltenbrunner & Renzl (2014) 3 Lin, Wu & Lin (2008) 4 McGuinness & Morgan (2005) 5 Pedron & Caldeira (2011) 6 Susanti & Arief (2015) References Adeniran, T.V. & Johnston, K.A. (2012). 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