Dynamic capabilities within organizations

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The development and use of dynamic capabilities has been a central issue in strategic management and organizational studies over the last decade. While providing a dynamic approach to the first wave of resource-based views on firm operations, dynamic capabilities have also been shown to play a key role in value creation within organizations. Dynamic capabilities have been connected to organizational learning in order to explain institutional evolution and adaption over time. They have also been studied in relation to distinct organizational processes. As a result, different types of specific dynamic capabilities have been conceived: operations and supply chain management, R&D, and marketing or knowledge management. **Joaquín Alegre**, Professor of Innovation Management at University of Valencia, suggests the following books.



MANAGING CHANGE, CREATIVITY & INNOVATION.

Patrick Dawson and Constantine Andriopoulos. UK: Sage (3rd Edition), 2017. 664p.

This volume looks at organizational change as complex, dynamic, and messy, as opposed to a neat, linear process. Change, creativity, and innovation all overlap and interconnect, rather than being three separate areas of study, and should be managed together. The book offers practical guidelines as well as theoretical principles, and includes a series of rich case studies, including TNT Australia, Amazon, Leeds Rhinos, Jerusalem Paints, Alpha Pro Pump, and KPMG.



SHEDDING NEW LIGHTS ON ORGANISATIONAL LEARNING, KNOWLEDGE AND CAPABILITIES.

Joaquín Alegre, Ricardo Chiva, Anabel Fernández-Mesa and José Luis Ferreras-Méndez (Eds.). Spain: Cambridge Scholar Publishing, 2014. 377p.

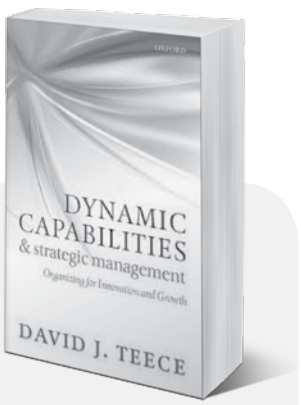
Are our organizations learning to face a new age? Shedding New Lights dispels uncertainties and provides a better perspective and understanding of this phenomenon, including an overview of research in the field. Part (1) focuses on organizational learning, practice, and communities of practice. Part (2) deals with knowledge creation and transfer, while part (3) examines the phenomenon of ambidexterity (explorative and exploitative learning) and the absorptive capacity of the firm.



HANDBOOK OF ORGANIZATIONAL LEARNING & KNOWLEDGE MANAGEMENT.

Mark Easterby-Smith and Marjorie A. Lyles (Eds.). UK: Wiley (2nd Edition), 2011. 720 p.

The revised version of this successful handbook is welcomed by management scholars worldwide. By bringing together the latest approaches, the volume provides a unique overview of current thinking about how organizations accumulate "knowledge" and learn from experience, ranging across economics, psychology, and social theory. The key updated areas in this edition are: Resource-based view of the firm; Capability management; Global management; Organizational culture; Mergers & acquisitions; Strategic management; and Leadership.



DYNAMIC CAPABILITIES & STRATEGIC MANAGEMENT: Organizing for Innovation and Growth.

David J. Teece. U.S.: Oxford University Press, 2011. 286p.

How do firms compete? What is needed to sustain superior long-term performance? A powerful answer to these questions lies in the concept of dynamic capabilities. Teece clearly and succinctly explains their genesis and application, and how they offer an alternative approach to much conventional strategic thinking. Accessibly written, this volume will be an invaluable tool for all those who want to understand this important contribution to strategic thinking.