

The Evolution of Dynamic Capability Theory Toward Dynamic Capability Theory 4.0

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ABSTRACT

Dynamic Capability Theory has undergone substantial conceptual development since its emergence in the 1990s, evolving from a process-oriented explanation of organizational adaptation into a multidimensional framework encompassing managerial, cognitive, social, relational, and systems-level mechanisms. This study examines the evolution of Dynamic Capability Theory and conceptualizes its contemporary development as Dynamic Capability Theory 4.0. Using a conceptual literature review and comparative synthesis of 101 studies on dynamic capabilities, the analysis traces the theoretical development across four evolutionary stages, from organizational routines and path-dependent processes to explicit microfoundations, managerial agency, social interaction, and multilevel systems integration. The findings demonstrate that the evolution of the theory is characterized by a progressive shift from implicit organizational routines toward the integration of sensing, seizing, and reconfiguring mechanisms with managerial cognition, entrepreneurial leadership, organizational design, interpersonal interaction, collective construction, and relational dynamics. Dynamic Capability Theory 4.0 therefore positions dynamic capabilities not merely as organizational routines or isolated managerial actions, but as capabilities emerging from interactions among individuals, managers, organizational structures, relational networks, and environmental conditions. This perspective also reconciles path dependence with managerial agency and emphasizes flexible, decentralized, and adaptive organizational systems. The study contributes to the dynamic capability literature by providing an integrative evolutionary perspective that connects previously fragmented theoretical streams. Nevertheless, the theory remains conceptually evolving, requiring further empirical validation, clearer construct boundaries, and stronger multilevel operationalization across different organizational and environmental contexts.

Keywords: Dynamic Capability Theory 4.0, Dynamic Capabilities, Microfoundations, Sensing-Seizing-Reconfiguring, Organizational Adaptation.

I. Introduction

1.1. Understanding the Journey of Dynamic Capability Theory

Over the past three decades, dynamic capability theory has emerged as one of the most influential frameworks in strategic management and organizational studies, fundamentally reshaping how organizations

understand competitive advantage in volatile and rapidly changing business environments. The evolution from its foundational formulation to what contemporary scholars increasingly reference as Dynamic Capability Theory 4.0 represents a rich intellectual journey marked by conceptual refinement, empirical advancement, and theoretical expansion. This introduction traces the development of dynamic capability theory across four evolutionary stages, examining how initial conceptualizations have been refined, challenged, extended, and ultimately transformed into a more comprehensive, multidimensional theoretical framework capable of addressing the complexities of twenty-first-century organizational dynamics. The theoretical significance of studying this evolution cannot be overstated (TEECE & PISANO, 1994) Dynamic capabilities represent a new paradigm for competitive advantage, emphasizing timely responsiveness, innovation, and strategic management in adapting to changing environments, rooted in internal processes and routines. This fundamental insight, introduced nearly three decades ago, has proven so compelling that it has generated over 4,000 citations and sparked an extensive research agenda that continues to evolve. Understanding how this theory has developed provides crucial insights into the nature of organizational adaptation, the role of knowledge integration, the importance of managerial leadership, and the mechanisms through which firms achieve sustainable competitive advantage.

1.2. The Evolution of Microfoundations in Dynamic Capability Theory: Four Stages (1994–Present)

The concept of microfoundations in dynamic capability theory has undergone substantial transformation across four distinct evolutionary stages, moving from implicit process-level foundations to explicit, multidimensional frameworks encompassing individual, managerial, relational, and organizational systems perspectives.

a. Stage One: The Foundation of Process-Level Routines (1994–1998)

The foundational 1994 work established dynamic capabilities as rooted in organizational routines and processes, though the term "microfoundations" was not yet explicitly used. (TEECE & PISANO, 1994) The basic assumption was that "competitive advantage stems from dynamic capabilities rooted in high-performance routines operating inside the firm, embedded in internal processes and conditioned by its history." The microfoundational focus during this stage remained largely implicit, centered on organizational processes rather than the specific mechanisms through which individual actors or managers developed these capabilities.

b. Stage Two: The Introduction of Explicit Microfoundations and Managerial Mechanisms (1999–2007)

The second evolutionary stage witnessed the introduction of explicit microfoundational concepts. Teece's 2007 landmark paper formally articulated the microfoundations of dynamic capabilities, fundamentally reshaping how scholars understood the mechanisms underlying competitive advantage (Freeman, 1995). This paper explicitly addresses "the nature and microfoundations of dynamic capabilities required to sustain enterprise performance in rapidly changing environments," introducing specific microfoundational elements including "managerial skills, organizational routines, sensing opportunities, seizing opportunities, and reconfiguring organizational resources." During this period, tacit perceptions emerged as an important microfoundational element (Grant, 1996). The Teece and Pisano (2005) refinement of their framework "refines existing approaches by emphasizing the role of tacit perceptions," with "empirical evidence supporting this refinement although methodological details are limited." This stage established a critical distinction: dynamic capabilities operate through the integrated functioning of managerial cognition, organizational routines, and deliberate sensing-seizing-reconfiguring activities.

c. Stage Three: Expanding Microfoundations to Include Cognition, Leadership, and Social Dimensions (2008–2016)

The third stage substantially expanded the scope of microfoundations beyond processes and routines to include cognitive, entrepreneurial, and interpersonal dimensions. Entrepreneurial leadership emerged as a critical microfoundational element. (Zollo, 1999) Research identified that "entrepreneurial leadership and managerial decision making are essential for creating, sustaining, and renewing dynamic capabilities that generate long-term competitive advantage." A normative perspective on managerial agency

became increasingly central to this stage. (Eisenhardt & Martin, 2000) Pisano's work argues that "resource configuration differences arise primarily from managerial strategic choices rather than historical path dependence alone," establishing that "managerial discretion plays a central role in creating dynamic capabilities."

Critically, this stage also introduced the social and interpersonal dimensions of microfoundations (Zollo & Winter, 2002). Salvato and Vassolo's work positions "dynamic capabilities as effortful social accomplishments that emerge from employees' abilities to leverage interpersonal skills and cognition," recognizing that "capabilities are socially constructed capabilities emerging from purposeful interactions among individuals." Additionally, organizational design emerged as a microfoundational consideration. Research demonstrated that "organizations operating in dynamic environments require adaptable organizational structures, decentralized decision making, and flexible design principles to sustain innovation," indicating that microfoundations include structural and design-level mechanisms that enable dynamic capability development. The 2016 configurational perspective explicitly identified microfoundations as a critical research dimension. (Winter, 2003) The "House of Dynamic Capabilities" framework proposes "integrating microfoundations, multilevel structures, organizational configurations, and environmental contingencies," indicating that comprehensive understanding requires moving beyond single-level analysis to recognize how microfoundations operate across organizational levels.

d. Stage Four: Multilevel Systems Integration and Collective Construction (2017–Present)

The contemporary stage—characterized as Dynamic Capability Theory 4.0—positions microfoundations within a complex, multilevel systems framework that integrates individual, interpersonal, organizational, and relational dimensions. The 2017 special issue editorial explicitly elevated microfoundations to central theoretical importance. (Helfat & Peteraf, 2002) The guiding research questions focused on "What are the microfoundations underlying dynamic capabilities?" and "How can existing approaches be integrated?" acknowledging that "dynamic capabilities remain an evolving, multidimensional theoretical construct characterized by high complexity, nonlinearity, context dependence, and strong path dependence." Most significantly, the current stage integrates previously competing perspectives into a unified systems-oriented view of microfoundations. (Zott, 2003) Teece's 2018 reinterpretation through systems theory repositions microfoundations as originating "through interactions across individual, interpersonal, and organizational levels, providing a richer explanation of sustainable competitive advantage." This framework emphasizes that "organizations are complex adaptive systems whose components interact to shape long-term organizational performance," with "dynamic capabilities coordinating these components through managerial orchestration and strategic decision making." The most recent conceptualization explicitly recognizes collective and relational microfoundations. (Dougherty et al., 2004) Contemporary analysis demonstrates that "dynamic capability theory has evolved with an approximation between initially opposing ideas, focusing on relational issues and collective construction, as evidenced by a comprehensive analysis of 10,838 papers." The basic assumption now positions microfoundations as addressing "contexts of uncertainty and constant change, focusing on adaptation and collective construction to manage risk and achieve better performance."

Table 1. Comparative Summary: Evolution of Microfoundational Focus

Evolutionary Stage	Primary Microfoundational Focus	Key Characteristics
Stage 1 (1994–1998)	Organizational routines and processes (implicit)	Process-centric; routine-based; path-dependent
Stage 2 (1999–2007)	Managerial skills, sensing–seizing–reconfiguring, tacit perceptions	Explicit microfoundations; managerial cognition; deliberate processes
Stage 3 (2008–2016)	Entrepreneurial leadership, social construction, interpersonal skills, organizational design	Multilevel recognition; social accomplishments; structural dimensions; managerial agency

Stage 4 (2017–Present)	Collective construction, systems-level integration, relational dynamics, multidimensional interaction	Complex adaptive systems; integration of individual–interpersonal–organizational–relational levels; path-dependent yet agentic
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The evolution reveals a fundamental transformation from viewing microfoundations as residing primarily within organizational routines and processes to understanding them as emergent from complex interactions among multiple levels—individual actors, interpersonal relationships, organizational structures, and relational networks. Rather than representing contradictory developments, each stage built upon previous work while introducing dimensions previously underemphasized, ultimately creating a more comprehensive framework capable of explaining how organizations actually develop and renew their dynamic capabilities. A critical development in this stage has been the recognition that dynamic capabilities emerge through collective construction and relational processes. (Winter, 2003) Dynamic capability theory has evolved with an approximation between initially opposing ideas, focusing on relational issues and collective construction, as evidenced by a comprehensive analysis of 10,838 papers. This synthesis of previously competing perspectives represents a significant theoretical advance, suggesting that dynamic capabilities are neither purely mechanistic organizational routines nor purely entrepreneurial acts, but rather emerge through complex interactions among individuals, organizational structures, and environmental contexts. Contemporary applications of Dynamic Capability Theory 4.0 extend far beyond traditional strategic management domains. (Helfat & Peteraf, 2002) Dynamic green capabilities address environmental challenges while maintaining competitiveness, with firms adapting to rapidly changing environments by integrating, building, and reconfiguring resources. This expansion to sustainability contexts exemplifies how the theoretical framework has matured to address contemporary organizational challenges. The theory's treatment of organizational heritage and managerial decisions has also evolved to reflect greater sophistication about causal mechanisms. (Helfat & Peteraf, 2002) Organizations can adapt to changing environments and create competitive advantages by leveraging their internal capabilities, shaped by organizational heritage and management decisions, to integrate, build, and reconfigure resources. This sophisticated recognition of path dependence combined with managerial agency represents a synthesis that earlier formulations often treated as tensions rather than complementary phenomena.

II. Literature Review

2.1. The Sensing-Seizing-Reconfiguring Framework: Microfoundational Mechanisms and Evolution from Process-Based Conceptions

a. The Explicit Microfoundational Framework (2007 Forward)

The sensing-seizing-reconfiguring (SSR) framework represents a critical advancement in understanding dynamic capabilities at the microfoundational level. (TEECE & PISANO, 1994) This framework explicitly identifies the specific microfoundational mechanisms that enable sustainable enterprise performance, introducing a structured approach to how organizations operate at the microfoundational level. The framework operates through three distinct but integrated mechanisms:

- 1) Sensing Opportunities The framework positions sensing as an active microfoundational process involving "managerial skills, organizational routines, sensing opportunities, seizing opportunities, and reconfiguring organizational" capabilities. (TEECE & PISANO, 1994) This moves beyond the passive adaptation implied in earlier conceptions to define sensing as a deliberate organizational capability that requires specific competencies and structured approaches.
- 2) Seizing Opportunities The microfoundational focus on seizing emphasizes strategic choice and committed resource deployment rather than automatic organizational response. (TEECE & PISANO, 1994) Organizations must continuously "sense opportunities, seize them through strategic investments, and reconfigure organizational assets to maintain competitive advantage." (TEECE & PISANO, 1994) This represents a significant shift from earlier mechanistic views of how organizations respond to environmental change.

- 3) **Reconfiguring Organizational Resources** The reconfiguration component operates through deliberate, purposeful mechanisms rather than emergent routines. (TEECE & PISANO, 1994) Organizations must "continuously sense opportunities, seize them through strategic action, and continually reconfigure resources" to create and sustain competitive advantage (Freeman, 1995).

b. **Contrast with Earlier Process-Based Conceptions (1994-2005)**

The foundational 1994 work established the theoretical ground but operated at a different level of analysis. (Grant, 1996) The early framework emphasized that "competitive advantage stems from dynamic capabilities rooted in high-performance routines operating inside the firm, embedded in internal processes and conditioned by its history." This formulation focused on organizational routines and processes as the primary unit of analysis, treating dynamic capabilities largely as organizational-level phenomena conditioned by historical path dependence. The 2005 refinement, while advancing theoretical understanding, still operated primarily within a process-based framework. (Zollo, 1999) The paper "refines existing approaches by emphasizing the role of tacit perceptions" and maintains that "competitive advantage is achieved through adapt to changing routines and processes," yet the analysis remained centered on processes and routines rather than explicit microfoundational mechanisms.

1) **The Microfoundational Shift: From Implicit to Explicit Mechanisms**

The critical distinction lies in what the 2007 framework made explicit:

a) **Earlier Conceptions (Process-Based):**

- (1). Focused on organizational routines as the primary explanatory construct
- (2). Emphasized path dependence and historical conditioning
- (3). Treated dynamic capabilities as emergent from organizational evolution
- (4). Limited attention to how individual managerial cognition, skills, or decision making specifically enabled capability development

b) **Contemporary Framework (Microfoundational):**

- (1). Identifies specific individual and organizational mechanisms (sensing, seizing, reconfiguring)
- (2). Integrates managerial skills and strategic choices as active microfoundational elements
- (3). Specifies the activities through which capabilities are actually developed and deployed
- (4). Recognizes both routinized and deliberate aspects of capability operation

2.2. Evolution of Microfoundational Understanding

Subsequent research has expanded the microfoundational mechanisms beyond the original SSR framework. (Eisenhardt & Martin, 2000) Research emphasizes that "dynamic capabilities are evolutionary organizational constructs that develop through managerial cognition, strategic decision making, organizational" processes, introducing cognitive and agentic dimensions to the original framework. (Zollo & Winter, 2002) More recent work positions "dynamic capabilities as effortful social accomplishments that emerge from employees' abilities to leverage interpersonal skills and cognition," adding social and interpersonal microfoundations not explicit in the original SSR framework. The most contemporary stage recognizes that (Teece et al., 2014) "dynamic capability theory has evolved with an approximation between initially opposing ideas, focusing on relational issues and collective construction," indicating that the microfoundational mechanisms now encompass not just the sensing-seizing-reconfiguring activities but also the relational and collective processes through which these activities emerge and are sustained.

Table 2. Summary of Microfoundational Mechanisms

Dimension	Earlier Process-Based Perspective (1994–2005)	Contemporary SSR Framework (2007–Present)
Unit of Analysis	Organizational routines and processes	Managerial skills, cognitive processes, and deliberate activities
Causality	Path-dependent organizational evolution	Managerial choice and deliberate decision-making combined with organizational routines
Specification	Implicit and abstract	Explicitly specified through sensing, seizing, and reconfiguring
Individual Agency	Limited recognition of individual agency	Central to the framework, particularly through managerial skills and cognition
Social Dimensions	Largely unaddressed	Subsequently integrated through social accomplishments and interpersonal interactions

2.3. The Significance of Evolution Toward Theory 4.0

The evolution toward Dynamic Capability Theory 4.0 reflects maturation of both theoretical sophistication and practical applicability. The theory has moved from a relatively simple formulation emphasizing adaptation to increasingly complex frameworks addressing integration, microfoundations, relational dynamics, and contextual contingencies. Rather than presenting a single definitive model, Theory 4.0 encompasses multiple compatible perspectives united by common core insights about organizational adaptation, resource reconfiguration, and sustained competitive advantage. This evolution remains incomplete and ongoing. (Zollo & Winter, 2002) Significant disagreement persists regarding the conceptual foundations, indicating the need for additional theoretical work to strengthen conceptual consensus. This persistence of disagreement should not be viewed as theoretical failure, but rather as evidence of a robust research agenda that continues to generate new insights and applications.

2.4. Organizational Structures Enabling the Sensing-Seizing-Reconfiguring Framework at the Microfoundational Level

a. Core Organizational Design Principles

The effective operation of the sensing-seizing-reconfiguring (SSR) framework at the microfoundational level requires specific organizational structures that fundamentally differ from traditional bureaucratic designs. (TEECE & PISANO, 1994) Organizations operating in dynamic environments require adaptable organizational structures, decentralized decision making, and flexible design principles to sustain innovation. Specifically, (TEECE & PISANO, 1994) organizational design—particularly open, decentralized, and self-organizing structures—is essential for implementing dynamic capabilities.

1) Decentralized Decision-Making Architecture

The sensing-seizing-reconfiguring framework operates most effectively through distributed decision-making processes rather than hierarchical command structures. (TEECE & PISANO, 1994) Traditional bureaucratic structures and rigid organizational processes hinder the development and implementation of dynamic capabilities. This creates the space for rapid sensing of opportunities at multiple organizational levels without requiring approval delays that characterize centralized systems.

2) Open and Self-Organizing Structures

Dynamic capability theory demonstrates that (TEECE & PISANO, 1994) organizational design can successfully support dynamic capabilities, using Valve Corporation as a practical illustration of how open, decentralized, and self-organizing structures enable innovation. These structures allow employees to identify opportunities (sensing), mobilize resources (seizing), and implement organizational adjustments (reconfiguring) with greater agility.

3) Multilevel Organizational Systems Integration

The SSR framework operates as part of a broader configurational perspective. Organizations achieve long-term survival and growth by continually integrating, building, and reconfiguring organizational resources and capabilities to fit changing environments, with dynamic capabilities operating as multilevel organizational systems rather than isolated routines. This systems perspective recognizes that the "House of Dynamic Capabilities" integrates microfoundations, multilevel structures, organizational configurations, and environmental contingencies.

b. Microfoundational Mechanisms Within Organizational Structures

The sensing-seizing-reconfiguring framework's microfoundational operation depends on structural elements that enable three distinct activities:

1) Sensing Capabilities

Organizational structures must distribute sensing responsibilities across multiple levels, allowing employees at all organizational positions to identify emerging opportunities and threats. The flat, open structures enable rapid information flow upward without hierarchical gatekeeping.

2) Seizing Capabilities

Decentralized decision-making structures enable rapid strategic investment and commitment decisions. Rather than waiting for executive approval, teams with clear mandates can authorize resource allocation to pursue identified opportunities.

3) Reconfiguring Capabilities

Self-organizing structures allow for flexible resource reallocation and organizational adaptation without requiring formal restructuring processes. This enables continuous refinement of organizational configurations in response to environmental feedback.

c. Social and Interpersonal Foundations

Beyond structural design, the microfoundational operation of the SSR framework depends on relational dynamics. Capabilities are socially constructed capabilities emerging from purposeful interactions among individuals, with organizational adaptation depending on actors and interpersonal interactions contributing to the emergence of dynamic capabilities. This suggests that organizational structures must actively facilitate interpersonal collaboration and knowledge exchange rather than enforcing silos.

d. Contrast with Traditional Designs

The critical distinction lies in flexibility versus rigidity. Traditional organizational structures organize activities around static job descriptions and predetermined routines, whereas structures supporting the SSR framework must accommodate emergent capabilities and adaptive decision-making. Organizations operating in dynamic environments require adaptable organizational structures, decentralized decision making, and flexible design principles to sustain innovation—fundamentally opposing the hierarchical, bureaucratic models that dominated organizational design in earlier eras.

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No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
1	The Dynamic Capabilities of Firms: an Introduction (D. Teece & G. Pisano, 1994) 4,088 citations	The basic assumption in D. Teece, G. Pisano (1994) is that competitive advantage of firms stems from dynamic capabilities rooted in high-performance routines operating inside the firm, embedded in the firm's processes, and conditioned by its history. Dynamic capabilities are defined as the ability to build, reconfigure, and integrate external and internal competences to respond to rapidly changing	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Teece et al. (1997) , Eisenhardt and Martin (2000) - Antecedent concepts: Core competence, combinative capabilities - Position within strategic management: Focuses on adapting to changing environments through sensing, seizing, and transforming - Evolution: Developed from RBV, refined by contributions from Teece (2007) and others	Dynamic capabilities are a new paradigm for competitive advantage, emphasizing timely responsiveness, innovation, and strategic management in adapting to changing environments, rooted in internal processes and routines.	How do firms develop and renew their dynamic capabilities to gain and maintain competitive advantage in rapidly changing business environments?	Competitive advantage stems from dynamic capabilities rooted in high-performance routines operating inside the firm, embedded in internal processes and conditioned by its history. Dynamic capabilities are defined as the ability to build, reconfigure, and integrate external and internal competences to respond to rapidly changing business environments.	Not explicitly mentioned in the paper.	Success refers to a firm's ability to achieve and sustain competitive advantage through high-performance routines, integration of competences, and possession of VRIN attributes. Failure occurs when firms cannot adapt to changing environments and maintain competitive advantage.	- Role of individual action by entrepreneurial managers - Role of resources - Strategy - Distinction between ordinary and dynamic capabilities - Ambidexterity - X-inefficiency - D-ineffectiveness

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		business environments.							
2	Applications of Decision-Aiding Software (A. Freeman, 1995) 4 citations	The basic assumption is that dynamic capabilities are difficult to measure and relate to other variables; the theory is incomplete, and dynamic capabilities are crucial for achieving competitive advantage in volatile environments.	Not mentioned (the abstract does not provide specific theoretical foundations, primary sources, or seminal works related to dynamic capabilities)	Dynamic capability theory is incomplete and lacks clear empirical measurement. It relates to organizational learning and innovation but requires further empirical testing.	What is the relationship between dynamic capabilities, organizational learning, innovations, and firm performance?	Dynamic capabilities are difficult to measure and relate to other variables. The theory remains incomplete and is crucial for competitive advantage in volatile environments.	Difficulty in empirically measuring dynamic capabilities and their relationships due to incomplete theoretical definitions and boundaries.	The abstract emphasizes the limitations and incompleteness of dynamic capability theory rather than evidence of success.	- Absorptive capability - Innovation capability - Adoptive capability
3	Prospering in Dynamically Competitive Environments: Organizational Capability as Knowledge Creation (R. Grant, 1996), 947 citations	The basic assumption is that knowledge is the most important resource for firms, and its integration among organizational members is essential for creating organizational capability in dynamic	- Primary theoretical sources: Resource-Based View, organizational learning - Seminal works: Not explicitly mentioned - Antecedent concepts: Not mentioned - Positioning within broader theory: Strategic management, competitive	Organizational capabilities, particularly the integration of specialized knowledge, are crucial for long-term strategies in dynamic markets. Creating dynamic and flexible-response capabilities	How do firms establish competitive advantage in dynamic markets through integrating specialized knowledge and creating organizational capabilities?	Knowledge is the firm's most important resource. Integration of specialized knowledge among organizational members creates organizational capability.	Difficulty in creating dynamic and flexible-response capabilities, particularly integrating specialized knowledge among organizational members.	Discusses both success (competitive advantage) and challenges (creating dynamic and flexible-response capabilities).	- Creative destruction - Architectural innovation - Configuration - Competence - Combinative capabilities - Distinctive competence - Core competence - Organizational behaviour - Organizational routines

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		market conditions.	advantage in dynamic markets - Evolution of dynamic capabilities: Not detailed	remains challenging.					
4	From Organizational Routines to Dynamic Capabilities (M. Zollo, 1999). 141 citations	Dynamic capabilities originate from the co-evolution of experience accumulation, knowledge articulation, and knowledge codification processes, and their effectiveness is influenced by task characteristics such as frequency, homogeneity, and causal ambiguity.	- Primary theoretical sources cited: Teece, Pisano, and Shuen (1997) - Seminal works referenced: Teece et al. (1997) - Antecedent concepts: Evolutionary economics, organizational learning theory - Positioning within broader strategic management or organizational theory: Evolutionary economics, knowledge-based view of the firm - Evolution or development of the dynamic capabilities concept: Co-evolution of experience accumulation, knowledge	Dynamic capabilities originate from the co-evolution of experience accumulation, knowledge articulation, and knowledge codification, supported by preliminary empirical evidence.	How do organizations develop dynamic capabilities through experience accumulation, knowledge articulation, and knowledge codification?	Dynamic capabilities emerge through experience accumulation, knowledge articulation, and codification. Their effectiveness depends on task characteristics such as frequency, homogeneity, and causal ambiguity.	Not explicitly mentioned in the abstract.	Focuses on mechanisms leading to successful dynamic capability development.	- Organizational and managerial processes - Positions (e.g., technologies, intellectual property, complementary assets, customer base, external relationships) - Paths (strategic alternatives, increasing returns, path dependencies) - Roles of processes: coordination and integration, learning, reconfiguration and transformation - Competencies for corporate growth and economic impact

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			articulation, and knowledge codification processes						
5	Dynamic Capabilities: What Are They? (K. Eisenhardt & J. Martin, 2000), 15,169 citations,	Dynamic capabilities are organizational and strategic routines that integrate, reconfigure, gain, and release resources to create new value-creating strategies, and they are necessary but not sufficient for competitive advantage.	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Teece et al. (1997) - Antecedent concepts: Organizational routines, learning mechanisms, path dependence - Position within broader theory: Enhances RBV by clarifying dynamic capabilities' role in competitive advantage - Evolution: Develops from vague definitions to specific organizational and strategic routines	Dynamic capabilities are organizational and strategic routines enabling firms to integrate, reconfigure, and manage resources for competitive advantage.	How can dynamic capabilities extend the Resource-Based View (RBV) by explaining resource integration, reconfiguration, and competitive advantage?	Dynamic capabilities are routines that integrate, reconfigure, gain, and release resources to create new value. They are necessary but not sufficient for sustained competitive advantage.	High-velocity markets challenge RBV assumptions about stable resource advantages and long-term competitive advantage.	Focuses on dynamic capabilities as a means of competitive advantage rather than discussing success/failure directly.	- Enabling and inhibiting variables within and outside the firm - Perceptions and motivations of managers - Integration, reconfiguration, and releasing resources - Development of an adequate resource base - Creation of future resources - Positions and paths (internal and external factors) - Impact on firm value creation via resource base - Renewal of resources in line with environmental changes
6	Deliberate Learning and the Evolution of Dynamic Capabilities (M. Zollo & S.	Dynamic capabilities are routinized activities directed to the development	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory	Dynamic capabilities evolve through experience accumulation, knowledge articulation,	How do organizations develop dynamic capabilities through learning processes, and how do task	Dynamic capabilities are routinized activities shaped by operating routines, semi-	Highly deliberate learning processes become less effective under low task	Success depends on effective deliberate learning and codification. Failure relates to limited practical application and	Not mentioned (the abstract does not explicitly list variables, dimensions, or indicators related to

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Winter, 2002). 6,847 citations,	and adaptation of operating routines , shaped by the coevolution of learning mechanisms, including semiautomatic experience accumulation and deliberate knowledge articulation and codification , with effectiveness contingent on task characteristics such as frequency, homogeneity, and causal ambiguity.	- Seminal works: Teece et al. (1997) , Eisenhardt & Martin (2000) - Antecedent concepts: Organizational routines , core competence , combinative capabilities - Position within strategic management: Dynamic capabilities are central to adapting operating routines and creating competitive advantage - Evolution: The concept has evolved through adaptations and modifications of seminal works , with ongoing attempts to merge different views into a coherent theory	and codification. Deliberate learning processes are more effective under certain task characteristics (frequency, homogeneity, causal ambiguity).	characteristics influence their effectiveness?	automatic experience accumulation, and deliberate knowledge articulation and codification.	frequency and low homogeneity, limiting practical application.	conflicting evidence regarding performance impact.	dynamic capability theory)
7	Dynamic Capabilities as Macro and Micro Organizational Evolution	The basic assumption of dynamic capability theory is that firms can	- Primary theoretical sources: Resource-Based View - Seminal works: Teece et al. (1997)	Dynamic capability theory is a conceptual approach focused on	How firms balance learning from the past with the need to respond to change in	The basic assumption of dynamic capability theory is that firms can	How firms balance learning from the past with the need to respond to	Success (implied through the ability to adapt and achieve competitive advantage).	- Individual Integration: The integration of cognition, habit, and emotion in



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Authors: V. Rindova, Robert H. Smith, M. Taylor Year: 2003 (16 citations)	adapt and evolve their capabilities in response to environmental change by balancing flexibility and historical constraints.	- Antecedent concepts: Organizational learning theory - Position within broader theory: Strategic management, focusing on competitive advantage and environmental change - Evolution of the concept: Balancing past learning with future change	competitive advantage in changing environments, involving the exploitation and modification of internal and external competences to adapt, combining flexibility with historical constraints.	evolving their dynamic capabilities?	adapt and evolve their capabilities in response to environmental change by balancing flexibility and historical constraints.	change in evolving their dynamic capabilities.		individual employees. - Relational Engagement: The quality of interpersonal connections among employees, characterized by candor, inclusion, confirmation, and presentness. - Productive Dialogue: The process of joint action and communication that fosters cooperation, learning, and cohesion. - Firm-Level Flexibility and Adaptability: The ability of firms to adapt to new sources of dynamism or instigate change autonomously.
8	Understanding Dynamic Capabilities Author: S. Winter	- Ordinary capabilities are defined as those that permit a firm to survive in the short term.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory	Dynamic capabilities extend, modify, or create ordinary capabilities. Firms can achieve change	How are dynamic capabilities defined? What is their role in extending or creating ordinary capabilities?	Ordinary capabilities permit firms to survive in the short term. Dynamic capabilities extend,	The tendency to overlook the strategic importance of patterned activities and underestimate the need for	Not mentioned explicitly in the abstract.	- Variables: Environmental change, adaptability, learning from the past - Dimensions: Flexibility,



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Journal: Southern Medical Journal, 2003 (311 citations)	- Dynamic capabilities extend, modify, or create ordinary capabilities. - Strategic substance involves patterning of activity requiring costly investments. - Firms can adapt through ad hoc problem solving without dynamic capability. - Investment decisions in higher-order capabilities are based on costs and benefits.	- Seminal works: Consistent with foundational papers like Teece et al. (1997), though not explicitly cited - Antecedent concepts: Organizational routines, core competence - Position within broader theory: Strategic management, focusing on strategic competition and capability development - Evolution of concept: Not explicitly detailed in the abstract	through ad hoc problem solving, while higher-order capabilities require investment and provide benefits compared with ad hoc solutions.	What are the strategic implications of choosing dynamic capabilities over ad hoc problem solving?	modify, or create ordinary capabilities. Strategic persistence requires patterned activities and investment. Firms can adapt through ad hoc problem solving without dynamic capability. Investments in higher-order capabilities depend on costs and benefits.	dynamic capabilities in favor of ad hoc problem solving.		constraints from firm history - Indicators: Internal and external organizational skills , resources , functional competencies , processes, positions, paths
9	The Dynamic Resource-Based View: Capability Lifecycles	The basic assumption is that organizational capabilities evolve over time through	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Not explicitly mentioned, but	Introduces the Capability Lifecycle (CLC) to explain patterns in the evolution of organizational	How do organizational capabilities evolve over time? What are the stages and pathways of	Organizational capabilities evolve through stages including founding, development,	Although not explicitly stated, the implied blind spot is that previous capability	Not explicitly discussed in the abstract.	- Variables: Dynamic capabilities , Competitive advantage - Dimensions: Market dynamism

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Authors: C. Helfat, Margaret A. Peteraf Journal: Strategic Management Journal, 2003 (4,405 citations)	stages of founding, development, and maturity, and can branch into altered forms, providing a structure for dynamic resource-based theory.	likely includes Teece et al. (1997) and other foundational papers - Antecedent concepts: Not explicitly mentioned, but likely includes creative destruction, architectural innovation, core competence, combinative capabilities - Position within broader theory: Strategic management, focusing on evolution and heterogeneity of capabilities - Evolution of dynamic capabilities: Implied progression from founding to maturity	capabilities and extend the Dynamic Resource-Based View by explaining heterogeneity and capability branching.	capability development from founding to maturity and branching?	maturity, retirement, renewal, replication, retrenchment, recombination, redeployment, and branching into altered forms.	theories did not fully explain capability evolution across organizational lifecycles.		- Indicators: Resource configurations, Experience and learning
10	Dynamic Capabilities and the Emergence of Intraindustry Differential	The basic assumption is that dynamic capabilities are indirectly linked with	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics,	Dynamic capabilities are linked to differential firm performance through timing,	Why do firms operating within the same industry perform differently?	Dynamic capabilities influence firm performance indirectly through	Limited understanding of how dynamic capabilities generate intra-industry	Success is achieved when firms effectively use dynamic capabilities to create and sustain	- Sensing: Identifying and assessing opportunities and threats.



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Firm Performance: Insights from a Simulation Study Author: C. Zott Journal: Strategic Management Journal, 2003 (1,337 citations)	firm performance through routine organizational processes that act as mediating constructs.	organizational learning theory - Seminal works: Teece et al. (1997) , Nelson and Winter (1982) - Antecedent concepts: creative destruction, architectural innovation, core competence, combinative capabilities, distinctive competence, organizational routines - Positioning: Dynamic capabilities are central to strategic management and organizational theory, linking resources and capabilities to performance - Evolution: The concept is evolving with ongoing research refining its role in strategic management and organizational theory	cost, learning, and search strategies demonstrated using simulation.		routine organizational processes acting as mediating mechanisms.	differences in firm performance and how they initially create rather than merely sustain competitive advantage.	competitive advantage. Timing, learning, cost, imitation, and experimentation influence success.	- Seizing: Mobilizing resources to address opportunities. - Transforming: Reconfiguring organizational structure and assets to sustain growth. - VRIN attributes: Valuable, rare, imperfectly imitable, and non-substitutable . - Strategic management: Reconfiguring, adapting, and integrating resources and competences. - High-performance routines: Embedded in firm processes and conditioned by history.

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
11	Exploring the Everyday Dynamics of Dynamic Capabilities Authors: D. Dougherty, Helena Barnard, Danielle D. Dunne Institution: Center for Research on Information Technology and Organizations, 2004 (19 citations)	Not mentioned (the abstract does not provide information on the basic assumption of the paper)	Not mentioned (the abstract does not provide any information on theoretical foundations or origins of dynamic capabilities)	Explores the everyday dynamics of dynamic capabilities, although the abstract provides limited methodological detail.	How are dynamic capabilities manifested and enacted in everyday organizational activities?	Not explicitly stated in the abstract.	Not explicitly specified in the abstract.	Not explicitly discussed in the abstract.	- Environmental change - Organizational processes or routines - Resource configuration - Role of managers - Learning mechanisms - Coordination and integration - Learning - Reconfiguration - Finding opportunities - Leveraging opportunities - Integrating, reconfiguring, and redeploying internal and external assets
12	Dynamic Capability: Tracking the Development of a Concept Authors: J. Ferdinand, M. Easterby-Smith, E. Antonacopoulou, M. Graça (2004, 33 citations)	The basic assumption in J. Ferdinand, M. Easterby-Smith, E. Antonacopoulou, M. Graça (2004) is that dynamic capability involves the reconfiguration of intangible assets such as	- Primary theoretical sources: Organizational learning theory, Resource-Based View - Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned - Position within broader strategic	Dynamic capability theory is reviewed from an organizational learning perspective, highlighting its role in bridging strategy debates and the knowledge economy discourse while	How can the concept of dynamic capability be critically reviewed and enhanced from an organizational learning perspective, particularly by addressing its limitations in understanding	Dynamic capability involves the reconfiguration of intangible assets such as knowledge and skills to create responsive capabilities. It bridges the resource-based view and the	The theory does not adequately explain the nature of knowledge and how knowledge is integrated into the framework. Knowledge remains treated as a "black box."	Unsuccessful, in the sense that the article highlights important conceptual limitations of the dynamic capability approach, particularly regarding knowledge.	- Business ecosystem - Dynamic capabilities - Intangible assets - Economic profits - Investment choices - Technological change - Global dispersion of knowledge - Multi-invention or systemic innovation

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		knowledge and skills to create responsive capabilities, bridging resource-based views and the knowledge economy, but with limitations in fully addressing the nature of knowledge.	management: Bridges debates between resource-based view and knowledge economy - Evolution of dynamic capabilities: Critically reviews emergence and highlights limitations in current debates	identifying limitations in understanding the nature of knowledge within this framework.	the nature of knowledge?	knowledge economy, although limitations remain in fully explaining the nature of knowledge.			- Entrepreneurial management - Asset orchestration - Sensing, seizing, and reconfiguring capabilities
13	Tacit Knowledge and Dynamic Capability: The Importance of Perception "Image" Author: Rachel Hilliard (2004, 5 citations)	Dynamic capability is a function of both tacit perceptions held by a firm (arising out of past experience and learning) and deliberative, problem-solving processes.	- Primary theoretical sources: Not explicitly mentioned - Seminal works referenced: Not explicitly mentioned - Antecedent concepts: Tacit perceptions (Penrose) - Position within broader theory: Refines existing approaches by emphasizing firm perceptions - Evolution of dynamic	Dynamic capability is viewed as a function of both tacit perceptions and deliberative processes. The paper refines existing approaches by emphasizing the role of tacit perceptions. Empirical evidence supports this refinement although	What are the origins and nature of dynamic capabilities, specifically how tacit perceptions and deliberative processes contribute to their development?	Dynamic capability arises from both tacit perceptions developed through past experience and learning, and deliberate problem-solving processes.	Existing studies underemphasize tacit perceptions and managers' mental images in explaining dynamic capability development.	Not explicitly discussed in the abstract.	- Type of know-how: General-purpose vs. Application-specific - Focus of investment: Deepening existing capabilities vs. Broadening into new capabilities



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			capabilities concept: Not explicitly discussed	methodological details are limited.					
14	The Dynamic Capabilities of Firms 2: Toward a Dynamic Capabilities Framework Authors: D. Teece & G. Pisano (2005)	The basic assumption is that competitive advantage is gained and held through dynamic capabilities, which involve adapting to environmental shifts and integrating internal and external competences, rooted in high performance routines and conditioned by firm history.	- Primary theoretical sources: Resource-Based View - Seminal works: Not explicitly mentioned, but implies development from earlier works - Antecedent concepts: Organizational learning theory, evolutionary economics - Position within broader theory: Emerging paradigm integrating multiple disciplines - Evolution of dynamic capabilities: Developed over time as an expanded paradigm for competitive advantage	Dynamic capabilities are presented as a key source of competitive advantage, emphasizing timely responsiveness, innovation, and strategic management to adapt to changing environments through high-performance organizational routines and processes.	How do firms achieve and sustain competitive advantage through dynamic capabilities?	Competitive advantage is achieved through dynamic capabilities that enable firms to adapt to environmental shifts by integrating internal and external competencies rooted in organizational routines and firm history.	Previous resource-based studies emphasize resources rather than adaptive capabilities and pay insufficient attention to firm-specific capabilities for responding to environmental change.	Successful firms demonstrate timely responsiveness, innovation, flexibility, and effective management capabilities.	- Knowledge management: proactive management of resources to form new asset combinations and capture economic rent. - Entrepreneurship: identifying new business opportunities and using them effectively. - Change management: emphasis on adapting to rapidly changing environments. - Knowledge-based competitiveness: leveraging tacit knowledge to capture economic returns. - Organisational skills: managing innovation and change, creating new business models, effective investment

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
									decisions , managing transactions . - Learning mechanisms: special mechanisms for creating and preserving dynamic capabilities.
15	New Firm Formation: A Dynamic Capability Perspective Author: Scott L. Newbert Journal: Journal of Small Business Management (2005, 276 citations)	The basic assumption is that new firm formation can be understood as a dynamic capability, involving the acquisition and reconfiguration of resources in a dynamic market environment.	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or references to seminal works related to dynamic capability theory)	Applies the dynamic capability framework to new venture creation. Empirical evidence shows common gestation activities and the influence of market dynamism and organizational learning on new firm formation.	How does the dynamic capability framework explain new venture formation, particularly regarding gestation activities, market dynamism, and learning?	New firm formation is itself a dynamic capability involving the acquisition, integration, and reconfiguration of resources in dynamic market environments.	No explicit blind spot is stated in the abstract.	Success is associated with entrepreneurs completing common gestation activities, whereas failure is linked to insufficient learning and weak adaptation in highly dynamic markets.	- Dynamic capabilities: ability to reconfigure assets and existing capabilities - Ambidexterity: ability to simultaneously explore and exploit - Efficiency and innovation: strategic considerations - Senior teams: role in building dynamic capabilities
16	Entrepreneurship and Dynamic Capabilities: A Review, Model and Research Agenda Authors: S. Zahra, H.	One basic assumption is that there are costs to developing and using dynamic capabilities.	- Primary theoretical sources: Evolutionary theory of the firm (Nelson and Winter, 1982) , learning theory (Cohen and Levinthal, 1990) , behavioral theories	Reviews and clarifies dynamic capability theory by distinguishing it from substantive capabilities. The paper	(a) What are dynamic capabilities and how do they differ from substantive capabilities?(b) How do dynamic capabilities emerge and	Developing and maintaining dynamic capabilities requires organizational investment, entrepreneurial learning, and	Identifies several unresolved issues: inconsistencies in definitions, confusion between substantive and dynamic	Dynamic capabilities do not automatically guarantee organizational success or survival. Competitive advantage depends on the quality of	- Variables: Frequency, homogeneity, causal ambiguity of tasks ; market dynamism; competitive landscape ; organizational paths; learning

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	Sapienza, P. Davidsson Journal: Journal of Management Studies (2006, 3,087 citations)		(Cyert and March, 1963) - Seminal works: Teece et al. (1997) - Antecedent concepts: Evolutionary economics, organizational learning theory - Position within broader theory: Dynamic capabilities are part of strategic management and organizational theory, related to competitive advantage and adaptation - Evolution of concept: Developed from evolutionary theory and learning theory, with ongoing refinement and integration of various theoretical perspectives	proposes a research agenda integrating organizational knowledge, age, and market dynamism while explaining strategic differences between entrepreneurial ventures and established firms.	what role do entrepreneurial learning processes play?(c) How do new ventures and established firms differ in their dynamic capabilities and what are the implications?	continuous adaptation to environmental change.	capabilities, uncertainty about whether dynamic capabilities always imply environmental adaptation, limited evidence on capability development in new firms, and the need for further research in dynamic environments.	organizational knowledge, complementary substantive capabilities, and effective managerial application.	investments; management characteristics . - Dimensions: Organizational processes ; routines ; zero-level and higher-order capabilities . - Indicators: Competitive advantage ; firm's resource base ; firm performance .
17	Dynamic Capabilities and the Role of Organizational Knowledge: An Exploration	Dynamic capabilities and knowledge management are assumed	- Primary theoretical sources: Resource-Based View (RBV), organizational learning theory	Knowledge transmitted through social interactions can become a source of	How do organizational knowledge and dynamic capabilities interact, and	Dynamic capabilities and knowledge management are assumed to	Limited empirical evidence explaining how knowledge management	Unsuccessful. Existing research has not yet provided strong empirical support for the direct	- Dynamic Capabilities: Ability to reconfigure resources and routines as



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	Authors: Isabel M. Prieto & Mark Easterby-Smith Journal: <i>European Journal of Information Systems</i> (2006, 164 citations)	to be linked to sustained competitive advantage.	- Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned - Positioning within broader theory: Strategic management, organizational theory - Evolution of dynamic capabilities: Not explicitly mentioned	dynamic capabilities. However, empirical evidence demonstrating the relationship between organizational knowledge, dynamic capabilities, and competitive advantage remains limited. The study combines a literature review with a case study.	how does knowledge become a source of dynamic capabilities?	be closely related and jointly contribute to sustaining competitive advantage.	contributes to dynamic capabilities and sustained competitive advantage. The interaction between knowledge, social processes, and political interactions remains insufficiently understood.	relationship between dynamic capabilities and competitive advantage through organizational knowledge.	envisioned by decision-makers. - Substantive Capabilities: Existing capabilities that can be changed or reconfigured. - Organizational Knowledge: Mediates the relationship between dynamic and substantive capabilities. - Environmental Dynamism: Enhances the potential gain from dynamic capabilities. - Performance: Indirectly affected by dynamic capabilities through substantive capabilities and organizational knowledge.
18	Organization, Evolution, Cognition and Dynamic Capabilities Author: Bart Nooteboom	The basic assumption is that organizations serve as cognitive focusing devices, which enable	- Primary theoretical sources: Evolutionary theory, knowledge development stream of organization theory - Seminal works: Teece et al. (1997),	Dynamic capabilities are integrated with evolutionary theory by viewing organizations as cognitive systems.	How can dynamic capabilities be integrated with evolutionary theory? How do organizations develop capabilities that	Organizations function as cognitive focusing devices that coordinate competencies, generate stability, and	Innovation outcomes remain inherently unpredictable. Evolutionary theory and dynamic capability	Successful. Organizations sustain competitiveness by combining existing knowledge, adapting to new contexts, and	Not mentioned (the abstract does not specify the variables, dimensions, or indicators of dynamic capability)

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	Journal: <i>Bioethics</i> (2006, 23 citations)	them to coordinate competencies and provide stability, and this is linked to dynamic capabilities such as collaboration and seeking new contexts for application.	Zollo and Winter (2002) - Antecedent concepts: Absorptive capacity, knowledge combination, experiential learning - Position within broader theory: Strategic management, organizational learning theory - Evolution of dynamic capabilities: Emphasis on cognitive processes, escaping inertia, adapting to new environments	Capability development is driven through replication, communication, experimentation, and new combinations of knowledge.	overcome organizational inertia?	facilitate collaboration while continuously searching for new contexts for applying knowledge.	theory cannot completely explain or predict innovation success due to uncertainty in organizational learning processes.	continuously learning, although innovation outcomes remain uncertain.	
19	Understanding Dynamic Capabilities through Knowledge Management Author: A. Nielsen Journal: <i>Journal of Knowledge Management</i>	Dynamic capabilities can be seen as composed of concrete and well-known knowledge management activities.	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or seminal works related to dynamic capabilities)	Dynamic capabilities consist of concrete knowledge-management activities, including knowledge creation, acquisition, sharing, development, and utilization.	How can dynamic capabilities be understood through the integration of knowledge-management activities?	Dynamic capabilities are composed of well-defined knowledge management processes that support organizational adaptation and capability development.	The composition of dynamic capabilities from concrete knowledge-management activities remains insufficiently specified in earlier studies.	Successful. The study concludes that knowledge management activities provide a practical foundation for developing dynamic capabilities.	- Domain-specific dynamic capabilities - Generic dynamic capabilities - Organizational change capability - Universal applicability - Constant and ongoing change process - Embeddedness in employees'

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	(2006, 290 citations)			These activities collectively form organizational capabilities.					attitudes and behaviors
20	Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance Author: David J. Teece Year: 2007 (9,118 citations)	The basic assumption in D. Teece (2007) is that internal dynamic capabilities are central to enterprise success, and the framework focuses on high-level activities that enable enterprises to adapt and innovate within a broader business ecosystem context.	- Primary theoretical sources: Kirznerian, Schumpeterian, and evolutionary theories of economic change . - Seminal works: Teece et al., 1997 ; Dosi, Nelson, and Winter (2000) . - Antecedent concepts: Creative destruction , architectural innovation , core competence , combinative capabilities , distinctive competence, organizational routines . - Positioning within broader strategic management: Integrative framework synthesizing concepts from strategic management,	Dynamic capabilities explain sustainable enterprise performance through the creation, deployment, protection, and renewal of intangible assets. The paper introduces microfoundations including managerial skills, organizational routines, sensing opportunities, seizing opportunities, and reconfiguring organizational resources.	What are the nature and microfoundations of dynamic capabilities required to sustain enterprise performance in rapidly changing environments characterized by global innovation and distributed knowledge?	Enterprise success depends on high-level dynamic capabilities enabling firms to sense opportunities, seize them, and continuously transform organizational resources within a broader business ecosystem.	Traditional strategic frameworks (especially Porter's Five Forces) insufficiently explain endogenous market structure, path dependence, technological opportunities, appropriability conditions, and institutional influences under highly dynamic environments.	Successful. Firms achieve sustainable superior performance when they continuously sense opportunities, seize them through strategic investments, and reconfigure organizational assets to maintain competitive advantage.	- Exploitation of current capabilities - Development of new capabilities - Semi-automatic and path-dependent routines - Deliberate human element - Resource utilization and development

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			business history, industrial economics, and innovation studies. - Evolution of the concept: Developed over time through synthesis and integration, partially aligned with evolutionary theorizing.						
21	Prospering in Dynamically Competitive Environments: Organizational Capability as Knowledge Integration Author: Robert M. Grant Year: 2007 (3,309 citations)	- Knowledge accounts for the greater part of value added. - Barriers to the transfer and replication of knowledge endow it with strategic importance.	- Primary theoretical sources: Resource-Based View , competitive dynamics , organizational capabilities , organizational learning - Seminal works: Prahalad and Hamel (1990) , Porter (1991, 1992) , Nonaka (1994) - Antecedent concepts: Creative destruction , core competences , combinative capabilities - Positioning within broader theory: Emphasizes integration of	Competitive advantage depends on organizational capability, particularly the integration of specialized knowledge distributed across individuals. Dynamic capabilities emerge through effective knowledge integration rather than knowledge ownership alone.	How does knowledge integration contribute to organizational capability and competitive advantage in dynamic market environments?	Knowledge constitutes the primary source of organizational value. Competitive advantage depends on integrating specialized knowledge across organizational members while overcoming barriers to knowledge transfer and replication.	Organizations struggle to integrate specialized knowledge from multiple sources and leverage firm networks under conditions of rapid competition.	Successful. Organizations prosper when they effectively integrate specialized knowledge and develop flexible-response capabilities suitable for dynamic markets.	- Skills - Processes - Routines - Organizational structures - Disciplines - Intangible assets relevant to satisfying customer needs - Entrepreneurial nature - Adaptation to business ecosystems - Shaping business ecosystems through innovation, collaboration, learning, and involvement

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			specialized knowledge as a key organizational capability - Evolution of dynamic capabilities: Builds on existing theories to focus on knowledge integration as a core capability						
22	Dynamic Capabilities: Understanding Strategic Change in Organizations Author: C. Helfat Year: 2007 (3,168 citations)	Not mentioned (the abstract does not explicitly state the basic assumption of dynamic capability theory)	- Primary theoretical sources: Not explicitly mentioned in the abstract. - Seminal works: Not explicitly mentioned in the abstract. - Antecedent concepts: Relational capabilities , possibly organizational learning theory and Resource-Based View . - Position within broader strategic management or organizational theory: Dynamic capabilities are discussed in	Reviews dynamic capabilities as a mechanism for strategic change, discussing their conceptual foundations, managerial roles, organizational processes, relational capabilities, acquisition-based capabilities, firm growth, and future research directions.	How do dynamic capabilities influence strategic change in organizations?	The abstract does not explicitly specify the fundamental theoretical assumption.	No explicit blind spot is identified in the abstract.	No explicit discussion of success or failure is provided in the abstract.	- Variables: ordinary or 'zero-level' capabilities , dynamic capabilities , higher-order capabilities - Dimensions: hierarchy of capabilities, patterning of activity - Indicators: costly investments , ad hoc problem solving , costs and benefits of investments



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			relation to organizational processes and strategic change. - Evolution or development of the dynamic capabilities concept : The book likely explores this in the chapter "Dynamic Capabilities: Future Paths and Possibilities."						
23	Dynamic Capabilities at IBM: Driving Strategy into Action Authors: J. B. Harreld, Charles A. O'Reilly III, Michael L. Tushman Journal: <i>California Management Review</i> (2007, 374 citations)	The basic assumption in dynamic capability theory is that sustained competitive advantage comes from a firm's ability to leverage and reconfigure its existing competencies and assets in ways that are valuable to the customer but difficult for competitors to imitate.	- Primary theoretical sources: Dynamic capabilities build on core competencies, focusing on management's role in adapting to changing environments. - Seminal works: Not explicitly cited, but the concept is developed from core competencies and strategic management theories. - Antecedent concepts: Core competencies , strategic conflict ,	IBM's transformation illustrates dynamic capabilities through sensing market changes and reconfiguring assets. The study demonstrates how strategic foresight and disciplined execution enable firms to explore and exploit new markets and technologies simultaneously.	How do dynamic capabilities enable companies to sense marketplace changes and seize opportunities by reconfiguring existing assets and competencies, as illustrated by IBM's transformation?	Sustained competitive advantage results from a firm's ability to leverage and reconfigure existing competencies and assets into new configurations that create superior customer value. Effective leadership, strategic insight, and disciplined execution are essential for developing	Traditional strategic planning often fails to explain how organizations effectively execute strategies while adapting to rapidly changing environments. The IBM Business Leadership Model addresses this gap by integrating leadership with dynamic	Success. IBM demonstrates that organizations can successfully renew themselves through sensing environmental changes, strategic leadership, asset reconfiguration, and organizational transformation.	- Fungibility of capabilities (general-purpose vs. market-specific) - Broadening vs. deepening capabilities - Supply side uncertainty - Demand side uncertainty

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		Additionally, it assumes that leadership by general managers requires both strategic insight and execution, and that general management involvement is crucial. Helping organizations develop these capabilities is seen as a fundamental task of executive leadership.	resource-based view . - Position within broader theory: Dynamic capabilities are a fourth approach in strategy research, emphasizing adaptability and resource reallocation. - Evolution: Developed from core competencies, focusing on management's role in adapting to changing environments.			these capabilities.	capability development.		
24	Ambidexterity as a Dynamic Capability: Resolving the Innovator's Dilemma Authors: Charles A. O'Reilly III & Michael L. Tushman	The basic assumption is that organizations can adapt and survive through dynamic capabilities and ambidexterity , challenging the inertness suggested by	- Primary theoretical sources: Organizational ecology, strategic management - Seminal works: Not explicitly mentioned - Antecedent concepts: Ambidexterity , ability to reconfigure assets and capabilities	Dynamic capabilities provide long-term competitive advantage through continuous reconfiguration of organizational assets and capabilities. Organizational	How do organizations survive environmental change through ambidexterity and dynamic capabilities?	Organizations are capable of simultaneously exploiting existing competencies while exploring future opportunities. Dynamic capabilities and ambidexterity	Traditional organizational ecology assumes firms are largely inert and unable to adapt effectively. Existing research also underestimates the importance of senior leadership in	Not explicitly discussed. The abstract focuses primarily on conceptual development rather than evaluating organizational success or failure.	- Five dimensions and 26 variants in the multi-dimensional conceptual framework - Strategic dynamic capabilities: strategic foresight - Operational dynamic capabilities: innovation, self-structured

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	Journal: <i>Research in Organizational Behavior</i> (2008, 2,484 citations)	organizational ecology.	- Position within broader theory: Strategic management, organizational design - Evolution of dynamic capabilities: Integrated with ambidexterity as a means to adapt and achieve long-term competitive advantage	ambidexterity enables simultaneous exploration and exploitation, suggesting that efficiency and innovation are complementary rather than conflicting objectives.		enable firms to overcome organizational inertia and adapt to environmental change.	building ambidextrous organizations and sustaining dynamic capabilities.		capability, relational capability - Entrepreneur's characteristics: being intuitive, ability to learn, being innovative, leadership competencies, ability to use advanced digital technologies
25	Dynamic Capability as a Source of Change Author: Sidney G. Winter Year: 2008 (13 citations)	The basic assumption in S. Winter (2008) is that dynamic capabilities are based on learned competence, involving the proactive use of routines to balance novelty and familiarity, and are considered in a broader context beyond profit-oriented strategic	- Primary theoretical sources: evolutionary economics, organizational learning theory - Seminal works: Schumpeter's "routinization of innovation" - Antecedent concepts: creative destruction, routinization of innovation - Position within strategic management: proactive uses of dynamic capabilities by business firms	Dynamic capability is examined as a mechanism for organizational change by emphasizing learned competence and the balance between novelty and familiarity. Examples from product development and retail replication illustrate how firms develop routines that	How do novelty, familiarity, creativity, and learned routines interact within dynamic capability? What are the broader managerial and economic implications of this concept?	Dynamic capabilities originate from learned competencies and organizational routines. Firms must balance exploration of novelty with exploitation of familiar routines while integrating innovation into strategic management.	Existing literature gives insufficient attention to balancing novelty and familiarity. Traditional strategic management may overlook unconventional perspectives on innovation beyond established frameworks such as Schumpeterian routinization.	Not explicitly discussed. The paper emphasizes conceptual understanding rather than empirical success or failure.	- Operating Capabilities: absorptive capacity in value networks, product development experiences - Dynamic Capabilities: product portfolio planning, proactive entrepreneurial logic - Indicators: adaptive capacity of the organization - Contexts: endogenous change, exogenous change

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		management , linking to Schumpeter's routinization of innovation and evolutionary economics.	- Evolution of dynamic capabilities: synthesis of novelty and familiarity, learned routine	support adaptation.					
26	Strategy as Evolution with Design: The Foundations of Dynamic Capabilities and the Role of Managers in the Economic System Authors: Mie Augier & David J. Teece Journal: <i>Organization Studies</i> (2008, 274 citations)	The basic assumption is that a business enterprise is influenced by its history but not completely determined by it, with managers having the ability to shape outcomes through intentional design alongside evolutionary processes.	- Primary theoretical sources cited: Edith Penrose's contributions to the theory of the firm. - Seminal works referenced: Not explicitly mentioned in the abstract. - Antecedent concepts traced back through literature: Not explicitly mentioned in the abstract. - Positioning within broader strategic management or organizational theory: Dynamic capabilities are seen as a way for businesses to escape the zero profit trap through managerial actions,	Introduces the concept of "evolution with design," arguing that firms are shaped not only by historical evolution but also by intentional managerial design. Managers actively influence organizational outcomes through strategic decisions while operating within evolutionary processes.	The abstract does not explicitly state a single research question, but the paper examines how managers intentionally shape organizational evolution through dynamic capabilities.	Business enterprises are influenced by historical trajectories, yet managerial decision making enables organizations to intentionally redesign resources, capabilities, and strategies to achieve adaptation.	No explicit blind spot is identified in the abstract.	Success. Organizations escape competitive stagnation and adapt successfully through intentional managerial design combined with evolutionary processes.	- Sensing of opportunities - Seizing of opportunities - Reconfiguration of a firm's resource base - Sensing components - Reacting components - Ambidexterity - Absorptive capacity - Networking capabilities

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			integrating evolutionary processes and intentional design. - Evolution or development of the dynamic capabilities concept over time: The concept is presented as evolving through the integration of insights from various theoretical sources, emphasizing adaptability and strategic management.						
27	What Are Dynamic Capabilities and Are They a Useful Construct in Strategic Management? Authors: Veronica Ambrosini & Cliff Bowman Journal: <i>International Journal of</i>	Resources are heterogeneous across organizations and this heterogeneity can sustain over time.	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics - Seminal works: Teece et al. (1997), Teece and Pisano (1994), Nelson and Winter (1982) - Antecedent concepts: creative destruction, core competence, knowledge-based view,	Reviews and synthesizes the dynamic capability literature, extending the Resource-Based View by emphasizing the creation and renewal of valuable resources under changing environments. The review	How can the dynamic capability literature be synthesized to improve theoretical understanding and practical application in strategic management?	Organizations possess heterogeneous resources and capabilities. Sustainable competitive advantage depends on the ability to continually renew, integrate, and reconfigure these heterogeneous resources.	Conceptual ambiguity persists regarding the relationship between dynamic capabilities and competitive advantage. Limited empirical evidence and inconsistent definitions reduce theoretical	Dynamic capabilities do not automatically produce organizational success. Their effectiveness depends on market conditions, complementary resources, managerial capability, and implementation quality.	- Ability to integrate, build, and reconfigure internal and external competences - Capacity to purposefully create, extend, or modify resource base - Changing resource allocations and organizational processes - Types: operational, dynamic, incremental,

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	<i>Management Reviews</i> (2009, 1,653 citations)		organizational routines - Position within strategic management: extension of RBV, focusing on resource evolution and adaptation - Evolution: developed from Teece et al.'s (1997) work, building on earlier contributions	identifies conceptual inconsistencies and areas requiring theoretical clarification.			clarity and practical application.		renewing, regenerative - Fundamental types: sensing opportunities, seizing opportunities, maintaining competitiveness - Role of top management in shaping dynamic capabilities - Changing allocation and utilization of resources - Improvement or decay over time - Consequences linked to nature (inferred from other indicators)
28	Dynamic Capabilities: Current Debates and Future Directions Authors: M. Easterby-Smith, Marjorie A. Lyles, Margaret A. Peteraf	The basic assumption in the paper is that dynamic capabilities are about the ability of firms to integrate, build, and reconfigure internal and external competences to address	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics - Seminal works: Teece et al. (1997), Winter (2003), Eisenhardt and Martin (2000), Helfat et al. (2007) - Antecedent concepts: core	Dynamic capability theory has evolved rapidly over the previous decade, generating significant debate concerning its conceptual nature, definitions,	How can the concept of dynamic capabilities be further developed and refined through longitudinal research and broader empirical contexts to improve understanding	Dynamic capabilities are organizational abilities that enable firms to integrate, build, extend, and reconfigure internal and external competencies to address rapidly	Major unresolved issues include: (1) the absence of a universally accepted definition of dynamic capabilities; (2) uncertainty regarding their organizational consequences; (3) insufficient	Both success and limitations are identified. The theory has become one of the dominant strategic management perspectives, but conceptual ambiguity, measurement challenges, and inconsistent empirical evidence	- Variables: Dynamic capabilities - Dimensions: Sensing, seizing, reconfiguring capabilities - Indicators: Six recognized firm capabilities (specifically mentioned in Figure 1), managerial role in developing dynamic capabilities

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	Journal: <i>British Journal of Management</i> (2009, 659 citations)	rapidly changing environments, and to purposefully create, extend, or modify their resource base in response to change or new opportunities. This involves transforming organizational processes, resource allocations, and operations, with top management playing a key role in shaping these capabilities.	competence , combinative capabilities , organizational routines - Position within strategic management: dynamic capabilities are linked to change management , strategic renewal , and adaptation to turbulent environments - Evolution: dynamic capabilities have evolved from Teece et al.'s (1997) definition to include various refinements and broader theoretical connections	antecedents, and consequences. The paper argues that future studies should emphasize longitudinal research designs and investigate dynamic capabilities across different organizational and institutional contexts.	of its nature, antecedents, and consequences?	changing environments. These capabilities involve transforming organizational processes, reallocating resources, and adapting operations under strategic managerial guidance.	longitudinal empirical evidence; (4) ambiguity distinguishing operational capabilities from higher-order capabilities; and (5) uncertainty distinguishing incremental learning from genuinely new capability creation.	indicate the need for further refinement.	
29	Dynamic Capabilities and Strategic Management: Organizing for Innovation and Growth	The basic assumption in D. Teece (2009) is that dynamic capabilities are essential for firms to compete, earn above-normal	- Primary theoretical sources: Not explicitly mentioned in the abstract, but implied connections to organizational learning theory and	Dynamic capabilities consist of organizational skills, managerial processes, and structures enabling firms to build,	How do firms compete successfully? How do firms consistently earn above-normal returns? What organizational capabilities are required to	Long-term competitive advantage depends on developing dynamic capabilities that continually orchestrate	The abstract does not explicitly identify a blind spot. Instead, it presents dynamic capability as a comprehensive explanation for	Successful. Dynamic capabilities are portrayed as fundamental drivers of innovation, entrepreneurial behavior, ecosystem	Not mentioned (the abstract does not specify any variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Author: David J. Teece (2009, 687 citations)	returns, and sustain superior performance long-term by building and orchestrating intangible assets that cannot be readily replicated by competitors.	resource-based view. - Seminal works: Not mentioned in the abstract. - Antecedent concepts: Not explicitly mentioned in the abstract. - Position within broader strategic management or organizational theory: Dynamic capabilities are positioned as an alternative to conventional strategic thinking , offering a new perspective on competitive advantage. - Evolution or development: The concept has developed over 25 years of Teece's research and consultancy.	deploy, and continuously renew intangible assets. These capabilities drive innovation, entrepreneurship, and sustained organizational growth.	sustain superior long-term performance?	and renew valuable intangible assets which competitors cannot easily imitate.	innovation-driven strategic management.	development, and sustainable superior performance.	
30	The Evolving Firm: How Dynamic and Operating Capabilities Interact to	The basic assumption is that dynamic capabilities are essential for firm	- Primary theoretical sources: Resource-Based View , evolutionary economics ,	Dynamic capabilities interact continuously with operating capabilities to	How do operating capabilities and dynamic capabilities interact during	Dynamic capabilities represent higher-order capabilities responsible for	Existing literature underemphasizes the proactive role of dynamic capabilities in	Successful. The study highlights the successful integration of operating and dynamic	- Integration of specialized knowledge - Role of firm networks

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Enable Entrepreneurs hip Authors: I. Newey & S. Zahra Journal: <i>British Journal of Management</i> (2009, 351 citations)	evolution and adaptation, particularly through proactive entrepreneurial logic and interaction with operating capabilities.	organizational learning theory - Seminal works: Implicitly related to Teece et al. (1997) and subsequent foundational papers on dynamic capabilities - Antecedent concepts: Core rigidities , absorptive capacity , learning - Positioning within broader theory: Dynamic capabilities are positioned as a proactive entrepreneurial logic complementing reactive adaptive responses , critical for building adaptive capacity - Evolution of dynamic capabilities: The study suggests a more expansive and critical role in firm adaptation than previously considered	facilitate entrepreneurship through endogenous organizational change. Firms reconfigure operational capabilities to exploit entrepreneurial opportunities and support organizational evolution.	endogenous organizational change to enable entrepreneurship and organizational evolution?	modifying operating capabilities through entrepreneurial action, enabling organizations to adapt and evolve over time.	driving endogenous organizational change and entrepreneurial transformation.	capabilities in enabling entrepreneurship and continuous organizational renewal.	- Flexible integration across multiple knowledge bases - Dynamic capabilities - Flexible-response capabilities

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
32	Understanding Dynamic Capabilities: Progress Along a Developmental Path Authors: Constance E. Helfat & Margaret A. Peteraf Journal: <i>Strategic Organization</i> (2009, 1,054 citations)	The basic assumption of dynamic capability theory is that firms can sustain a competitive advantage by responding to and creating environmental change through the purposeful creation, extension, and modification of their resource base, rooted in evolutionary economics and the resource-based view.	- Primary theoretical sources: Evolutionary economics (Nelson and Winter, 1982) , Resource-Based View (Barney, 1991; Peteraf, 1993; Wernerfelt, 1984) , Behavioral theory (Simon, 1947; Cyert and March, 1963) . - Seminal works: Teece et al. (1997), Eisenhardt and Martin (2000), Helfat et al. (2007). - Antecedent concepts: Organizational routines , path dependence , organizational learning. - Positioning: Within strategic management, addressing organizational growth, learning, and decision-making. - Evolution: Concept is in its infancy, focused on foundational issues	Reviews the development of dynamic capability theory and examines how firms sustain competitive advantage through environmental adaptation. The paper clarifies conceptual definitions and links dynamic capabilities with organizational performance.	How do firms sustain competitive advantage by responding to and shaping environmental change through dynamic capabilities?	Firms sustain competitive advantage by intentionally extending, modifying, and reconfiguring their resource base to respond proactively to environmental change. The theory builds upon both evolutionary economics and the Resource-Based View.	Previous research has insufficiently recognized the strategic importance of dynamic capabilities in sustaining competitive advantage and has not adequately explained their developmental processes or change mechanisms.	The paper recognizes both the promise and limitations of the theory. Dynamic capability research remains theoretically valuable but requires greater conceptual clarification and stronger empirical validation.	Not mentioned (the abstract does not explicitly list specific variables, dimensions, or indicators related to DC)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			and empirical testing.						
33	Dynamic Capabilities and the Role of Managers in Business Strategy and Economic Performance Authors: Mie Augier & David J. Teece Journal: <i>Organization Science</i> (2009, 915 citations)	The basic assumption in Mie Augier, D. Teece (2009) is that dynamic capabilities are influenced by evolutionary and behavioral theories, and the role of managers is crucial in the economic system.	- Primary theoretical sources: Evolutionary and behavioral theories - Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned - Positioning within strategic management or organizational theory: Implied but not detailed - Evolution or development of dynamic capabilities: Implied but not detailed	Reviews developments in dynamic capability theory with particular emphasis on managerial decision making. The paper argues that managers play a central role in shaping organizational capabilities and suggests future integration with evolutionary and behavioral theories.	How do managers influence the development of dynamic capabilities and organizational performance within an evolutionary economic framework?	Dynamic capabilities are strongly influenced by managerial cognition, leadership, and behavioral processes. Managers act as the primary architects of organizational adaptation and strategic renewal.	The abstract does not explicitly identify a blind spot, although it implies opportunities for future theoretical integration with behavioral and evolutionary perspectives.	Not explicitly discussed. The abstract emphasizes conceptual development rather than organizational success or failure.	Not mentioned (the abstract does not provide specific details about variables, dimensions, or indicators)
34	Unpacking Dynamic Capability: A Design Perspective Authors: D.E.M. Mulders & Georges L. Romme (2009, 16 citations)	The basic assumption is that dynamic capability can be better understood by integrating economic literature with a design-oriented approach.	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or seminal works related to dynamic capability theory)	Reviews dynamic capability theory from a design perspective. The paper argues that integrating design-oriented thinking with economic	How can dynamic capability be defined, operationalized, measured, and integrated with a design-oriented perspective?	Dynamic capability can be more effectively understood by combining insights from economics, organizational design, and management theory rather than relying on	Existing research insufficiently integrates economic reasoning with organizational design approaches, limiting understanding of capability development	Successful. The authors successfully integrate multiple theoretical perspectives and propose a coherent design-oriented framework for understanding dynamic capabilities.	Not mentioned (the abstract does not specify any variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
				theory provides a richer understanding of how dynamic capabilities are defined, operationalized, measured, and developed within organizations.		a single theoretical tradition.	and organizational adaptation.		
35	Psychological Foundations of Dynamic Capabilities: Reflexion and Reflection in Strategic Management Authors: Geoffrey M. Hodgkinson & Mark P. Healey Journal: <i>Strategic Management</i> (2009, 643 citations)	The Basic Assumption in G. Hodgkinson, M. Healey (2009) is that human cognition operates in two discrete modes of information processing: one relatively automatic and the other more effortful and controlled, with a focus on effortful reasoning to overcome cognitive bias	- Primary theoretical sources: Teece (2007), Ansoff (1965), Hofer and Schendel (1978), Porter (1980), Teece, Pisano, and Shuen (1997) - Seminal works: Teece (2007), Teece, Pisano, and Shuen (1997) - Antecedent concepts: Evolutionary economics (Nelson and Winter, 1982), Resource-Based View (Barney, 1991; Wernerfelt, 1984), Organizational Learning Theory - Position within broader strategic	Dynamic capabilities are founded on a combination of deliberate analytical reasoning and intuitive cognitive processes. The paper argues that organizations develop dynamic capabilities by integrating both cognitive and emotional capacities in managerial decision making.	How do psychological foundations—including cognitive and emotional processes—contribute to the development and maintenance of dynamic capabilities within organizations?	Human cognition operates through two complementary systems: an automatic, intuitive mode and a slower, effortful, analytical mode. Dynamic capabilities emerge when organizations effectively combine these modes to overcome cognitive bias and organizational inertia.	Existing dynamic capability research pays insufficient attention to emotional and affective processes, leading to an overly rational interpretation of strategic management.	Success occurs when organizations integrate cognitive and emotional processes in strategic decision making. Failure may result from neglecting emotional, intuitive, and affective dimensions of managerial capability.	- Adaptation: The ability to change business strategies in response to market needs. - Learning: The ability to create, assimilate, diffuse, and use knowledge to act in changing environments. - Innovation: The presence of an innovative component that allows companies to remain competitive. - Integration: The ability to integrate, build, and reconfigure internal and external resources/competencies.

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		and strategic inertia.	management: Shift from external environment analysis to internal resources and capabilities - Evolution of dynamic capabilities: From traditional cognitive focus to inclusion of emotional and affective processes						
36	Dynamic Capabilities: A Review of Past Research and an Agenda for the Future Author: Ilaria Barreto Journal: <i>Journal of Management</i> (2010, 1,883 citations)	The basic assumption of the dynamic capability theory is that firms must adapt to changing environments, which is the core focus of the theory.	Not mentioned (the abstract does not provide specific information on theoretical foundations, origins, or seminal works related to dynamic capabilities)	Reviews the rapid growth of dynamic capability research while highlighting conceptual fragmentation. The paper proposes a multidimensional conceptualization to address inconsistent definitions and disconnected streams of research.	How do firms adapt successfully to changing environments through dynamic capabilities, and how can the concept be refined to overcome conceptual fragmentation?	The central assumption is that firms must continuously adapt to environmental change, and dynamic capabilities represent the organizational mechanisms that enable such adaptation.	Although no explicit blind spot is stated, the review identifies conceptual ambiguity, multiple competing definitions, fragmented theoretical development, and insufficient integration among research streams.	Success: Dynamic capability has become a major research area within strategic management. Limitations: Persistent conceptual fragmentation, inconsistent definitions, and disconnected research traditions remain major challenges.	- Sensing opportunities to meet customer needs - Seizing opportunities to mobilize resources and capture value - Continued renewal through transformation - Systematic development of processes and routines for sensing and seizing opportunities - Role of entrepreneurship in sensing and seizing - Combination of strategic and entrepreneurial

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
									management for transformation
37	Introduction: On the Nature and Scope of Dynamic Capabilities Authors: Valerie Y. K. Lioukas, Constantinos Pitelis & David J. Teece Journal: <i>Industrial and Corporate Change</i> (2010, 330 citations)	Not mentioned (the abstract does not provide information on the basic assumption of dynamic capability theory)	Not mentioned (the abstract does not provide information on theoretical foundations or origins of dynamic capabilities)	Introduces the conceptual foundations, scope, and theoretical boundaries of dynamic capability theory. The paper primarily provides a conceptual overview rather than empirical evidence.	What is the nature and scope of dynamic capabilities?	The abstract does not explicitly state a formal theoretical assumption, instead introducing the conceptual foundations of the field.	No explicit blind spot is identified within the abstract.	No explicit discussion regarding organizational success or failure is provided.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to dynamic capabilities)
38	Dynamic Capabilities Deconstructed : A Bibliographic Investigation into the Origins, Development, and Future Directions of the Research Domain Authors: Giovanni Di Stefano,	Not mentioned (the abstract does not explicitly state a basic assumption related to dynamic capability theory)	Not mentioned (the abstract does not provide information on theoretical foundations or origins of dynamic capabilities)	Uses bibliographic and co-citation analysis to examine the intellectual origins, evolution, dominant themes, and future directions of dynamic capability research. The analysis identifies both	What are the origins, current state of development, and future research directions of the dynamic capability research domain?	The abstract does not explicitly articulate a formal theoretical assumption because the study is bibliometric rather than theory-testing.	No explicit blind spot is identified, although the mapping reveals conceptual fragmentation and divergent research trajectories across the literature.	The abstract does not explicitly classify the findings as successful or unsuccessful, instead providing an overview of the field's evolution.	- Managerial Cognition: Method of information processing ; conscious evaluation of alternatives for business model innovation . - Managerial Social Capital: Goodwill from informal and formal social ties; structural, relational, and cognitive dimensions.

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	Margaret A. Peteraf & Gianmario Verona Year: 2010 (531 citations)			common theoretical foundations and conceptual polarization within the literature.					- Managerial Human Capital: Leadership skills and entrepreneurial skills.
39	Assessing Dynamic Capabilities: Mintzberg's Schools of Thought Author: Francois Arndt Journal: <i>South African Journal of Business Management</i> (2011, 15 citations)	The basic assumption in F. Arndt (2011) is that dynamic capabilities are an evolutionary construct, grounded in Mintzberg's schools of thought, and are characterized by their ability to adapt and reconfigure resources in response to environmental demands, evolving in a path-dependent fashion through socially constructed processes.	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Teece (2007), Mintzberg et al. (1998) - Antecedent concepts: Behavioural theory of the firm, transaction cost economics, economic-evolutionary theory - Position within strategic management: Dynamic capabilities are central to firms' competitive advantage, emphasizing	Examines dynamic capabilities through the perspective of Mintzberg's schools of strategic thought. Particular attention is given to process, cognition, managerial agency, and decision-based microfoundations from an evolutionary perspective.	How can understanding of dynamic capabilities be advanced through process-based, cognitive, and decision-oriented microfoundations interpreted from an evolutionary perspective?	Dynamic capabilities are evolutionary organizational constructs that develop through managerial cognition, strategic decision making, organizational learning, and path-dependent adaptation within changing environments.	Identified limitations include: limited attention to cognitive microfoundations, insufficient emphasis on managerial agency, overemphasis on process rather than cognition, inadequate specification of management's strategic role, and limited explanation of mechanisms connecting managerial intentions with organizational outcomes.	Success depends on the firm's ability to adapt, renew resources, overcome organizational inertia, and make effective strategic decisions. However, success is contingent rather than guaranteed and requires effective managerial judgment.	- Experience accumulation - Knowledge articulation - Knowledge codification - Frequency of the task - Homogeneity of the task - Degree of causal ambiguity



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			adaptive complexity and path dependence - Evolution of the concept: From metaphorical use of evolution to more rigorous analytical application, with a focus on cognitive factors and organizational routines						
40	The Elephant in the Room of Dynamic Capabilities: Bringing Two Diverging Conversations Together Authors: G. Di Stefano & Margaret A. Peteraf Year: 2012 (619 citations)	Not mentioned (the abstract does not explicitly state the basic assumption)	- Primary theoretical sources cited: Not explicitly mentioned - Seminal works referenced: Two seminal papers (likely including Teece et al., 1997) - Antecedent concepts traced back through literature: Not mentioned - Positioning within broader strategic management or organizational theory: Addressing divergent understandings within the framework	Dynamic Capability Theory lacks conceptual consensus because two dominant streams of literature have evolved with different and sometimes incompatible interpretations of what constitutes a dynamic capability. The paper seeks to reconcile these competing perspectives.	How can the diverging understandings of dynamic capabilities represented by two influential streams of research be reconciled into a coherent theoretical framework?	The abstract does not explicitly state a basic assumption.	The literature lacks reconciliation between the two dominant conceptual conversations surrounding dynamic capabilities, creating ambiguity and inconsistent interpretation.	Not explicitly discussed. The abstract focuses on conceptual integration rather than evaluating organizational success or failure.	- Capability lifecycle (CLC) - Founding - Development - Maturity - Branching of capabilities

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Evolution or development of the dynamic capabilities concept: Focus on reconciling divergent perspectives						
41	Dynamic Capabilities in the Dock: A Case of Reification? Authors: Andrea Guidici & Patrick Reinmoeller Journal: <i>Strategic Organization</i> (2012, 63 citations)	The basic assumption is that dynamic capabilities have become a reified construct, which is both attractive and divisive, and that understanding this reification is critical for strategic management.	- Primary theoretical sources: Teece et al. (1997) - three basic components of dynamic capabilities (managerial and organizational processes, asset position, paths available) - Seminal works: Teece et al. (1997), Eisenhardt and Martin (2000), Zollo and Winter (2002), Helfat and Peteraf (2003), Winter (2003) - Antecedent concepts: Routines, path dependence, cognitive boundaries - Position within strategic management:	Dynamic capability theory contains multiple definitions and conceptual interpretations. Despite considerable debate, the concept has gradually become reified, meaning it is increasingly treated as an objective fact rather than a theoretical construct.	Should dynamic capabilities be discarded or further developed? How should researchers address the tension between conceptual rigor and practical relevance?	Researchers increasingly treat dynamic capability as a fixed construct whose existence is assumed rather than critically examined.	Excessive conceptual reification prevents researchers from questioning underlying assumptions, resulting in weak theoretical coherence and inconsistent application across studies.	The paper concludes that although dynamic capability theory currently suffers from conceptual reification and lack of coherence, it retains substantial theoretical potential and should continue to be developed.	- Financial Resources: Working capital policies, financing policies, current asset investment policies - Entrepreneurial Orientation: Finding new markets, serving customers, taking risks - Information Technology: IT capability, sensing IT for business value - Dynamic Capabilities: Adaptive capability, absorptive capability, innovative capability - Performance: Financial measures (growth of income, profits, assets), non-financial measures (service aspects,

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			Central to adapting and changing firms - Evolution: Developed from Teece et al. (1997), refined by subsequent authors, but still evolving with ongoing research						community benefits)
42	Complex Dynamic Capability Approach: Implications for Research and Practice Author: Darshana Desai Year: 2012 (0 citations)	Not mentioned (the abstract does not explicitly state a basic assumption)	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or seminal works related to dynamic capability theory)	Extends Dynamic Capability Theory by integrating complexity theory. Organizations develop capabilities through interactions among individuals, groups, networks, and institutions rather than isolated organizational routines.	The abstract does not explicitly identify a formal research question, although it explores how complexity theory extends dynamic capability research.	No explicit theoretical assumption is stated in the abstract.	Existing Dynamic Capability Theory insufficiently explains multi-level interactions among individuals, teams, networks, and organizations involved in capability development.	No explicit discussion regarding success or failure is provided.	- Central importance of dynamic capabilities in each paper - Closeness to the original conceptualization - Degree of cohesion within the research community (measured by citation patterns and interdependence)
43	Exploring the Value of Dynamic Capabilities Theory: A Synthesis of	The basic assumption is that organizations must have the capacity to	Not mentioned (the abstract does not specify primary theoretical sources, seminal works, or antecedent	Reviews the theoretical origins and intellectual building blocks of Dynamic	Although not explicitly stated, the paper investigates the theoretical foundations,	Organizations require the capability to continuously renew and reconfigure	The literature remains conceptually fragmented and theoretically	Dynamic Capability Theory has generated considerable academic interest but continues to	- Microfoundations - Capability-based view - Processes - Routines



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	the Theoretical Building Blocks Author: Lidija Breznik Year: 2012 (3 citations)	renew resources and capabilities to achieve congruence with a changing business environment.	concepts, nor does it detail the positioning within broader strategic management or organizational theory)	Capability Theory. The paper synthesizes prior conceptual work to clarify the theory's contribution to explaining competitive advantage under changing business environments.	evolution, and explanatory value of Dynamic Capability Theory.	resources in order to achieve strategic fit with dynamic business environments.	complex, indicating the need for greater synthesis and clearer theoretical integration.	face conceptual complexity. The paper identifies opportunities for further theoretical refinement.	- Systems theoretical approaches - Dynamic managerial capabilities - Power symbols - Creativity - Institutional framework - Foresight capabilities - Idiosyncratic nature - Non-linear nature - Self-reflective nature
44	Dynamic Capabilities: Routines versus Entrepreneurial Action Author: David J. Teece Journal: <i>Journal of Management Studies</i> (2012, 1,504 citations)	The basic assumption is that entrepreneurial (managerial) capitalism, involving top management's entrepreneurial and leadership skills, is necessary for establishing and sustaining superior financial	- Primary theoretical sources: Teece et al. (1990, 1997), Teece (2007, 2010) - Seminal works: Teece et al. (1990, 1997), Eisenhardt and Martin (2000), Winter (2003) - Antecedent concepts: Resource-Based View, evolutionary economics, organizational learning theory, creative destruction, architectural innovation, core	Dynamic capabilities are higher-order strategic competences enabling firms to sense opportunities, seize opportunities, and transform organizational resources. Unlike ordinary routines, they require entrepreneurial judgment and managerial action.	What role do entrepreneurial managers play in sustaining dynamic capabilities, and how do entrepreneurial actions differ from organizational routines?	Entrepreneurial leadership and managerial decision making are essential for creating, sustaining, and renewing dynamic capabilities that generate long-term competitive advantage.	Important gaps remain regarding managerial microfoundations, entrepreneurial decision making, transformational leadership, and empirical understanding of executive capabilities.	Success: Dynamic capabilities enable firms to pioneer new products and markets through entrepreneurial leadership. Failure: Organizations become vulnerable when sensing, creativity, learning, and interpretive capabilities depend on only a few key individuals.	- Dynamic capabilities - Performance - Technological dynamism - Higher-order dynamic capabilities - Lower-order dynamic capabilities - Economic context (developing vs. developed economies) - Moderators (not specified)



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		performance through dynamic capabilities.	competence , combinative capabilities, distinctive competence , organizational routines - Position within broader theory: Strategic management, organizational theory - Evolution: Dynamic capabilities are distinct from ordinary capabilities, emphasizing strategic and entrepreneurial competences ; the concept is still evolving as part of a relatively new research paradigm.						
45	Operational Definitions, Variables, and Data Types in Research on Dynamic Capabilities Authors: Ola Laaksonen &	Not mentioned (the abstract does not provide information on a "Basic Assumption" related to dynamic	Not mentioned (the abstract does not provide information on theoretical foundations or origins of dynamic capabilities)	Provides a systematic review of quantitative Dynamic Capability research to identify commonly used	What operational definitions, variables, and data sources are most commonly used in quantitative empirical research on	The abstract does not explicitly specify a theoretical assumption because the study primarily reviews	No explicit blind spot is identified, although the review implicitly addresses inconsistencies in operationalizati	No explicit discussion of organizational success or failure is provided because the paper focuses on research methodology rather than theory testing.	- Residing with individual managers and top management team - Residing in organization's values, culture, and collective ability to implement changes

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	Markku Peltoniemi Year: 2012 (3 citations)	capability theory)		operational definitions, measurement variables, and data sources. The paper contributes methodological clarification for future empirical studies.	dynamic capabilities?	research methodology.	on and measurement across empirical studies.		- Built through investment in discovery, knowledge generation, and learning - Broken down into sensing, seizing, and transforming - Emphasizes entrepreneurial manager's role - Integrates transaction costs, resources, uncertainty, and knowledge combinations - Informs policy on economic development - Focuses on enterprise-level entrepreneurship, learning, and strategy
46	Dynamic Capabilities and Knowledge Management Author: K. Krzakiewicz Year: 2013 (36 citations)	The basic assumption is that long-term competitive advantage is derived from organisational ability to recognise in advance and	- Primary theoretical sources: Evolutionary theory, transaction cost theory, organizational learning, tacit knowledge - Seminal works: Teece (2008)	Dynamic capabilities are explained through the integration of evolutionary theory, transaction cost economics, and organizational learning. The	How do firms achieve competitive advantage through dynamic capabilities, and what role do dynamic capabilities play in contemporary	Sustainable competitive advantage depends on an organization's ability to identify future business opportunities, proactively manage	No explicit blind spot is identified in the abstract.	Successful. Dynamic capabilities are presented as a fundamental mechanism for building long-term competitive advantage through proactive resource	- Process - Cognitive and decision-based micro-foundations - Human agency - Sensing - Seizing - Implementing - Path dependence - Cognitive factors - Micro-foundations - Management role



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		capture new business opportunities.	- Antecedent concepts: Organizational learning , leadership , entrepreneurship , economic theories - Position within strategic management: Part of a new strategy paradigm, emphasizing entrepreneurship, change management, and knowledge-based competitiveness - Evolution: Ongoing development and integration into broader strategic management theory	paper argues that proactive resource management enables firms to recognize emerging opportunities, create economic value, and sustain competitive advantage within the knowledge economy.	strategic management?	strategic resources, and continuously renew organizational capabilities.		management and knowledge creation.	(proactive, reactive, controlling)
47	Understanding Dynamic Capabilities: A Theoretical Study Authors: V. Tondolo, Caxias do Sul, R. Getúlio & C. Bittencourt	Dynamic Capabilities are considered an underlying theory in understanding competitive advantage.	Not mentioned (the abstract does not provide specific details on theoretical foundations, origins, or seminal works related to dynamic capabilities)	Reviews the Dynamic Capability literature to identify the principal antecedents, organizational processes, and outcomes associated with capability	How do dynamic capabilities develop and operate within organizations?	Dynamic capabilities constitute an underlying theoretical explanation for how firms achieve and sustain competitive advantage under	Existing research has not sufficiently explained the motivators, organizational processes, and outcomes involved in developing dynamic capabilities.	Not explicitly discussed. The study primarily focuses on conceptual clarification rather than organizational success or failure.	Not mentioned (the abstract does not explicitly list specific variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Year: 2013 (34 citations)			development. The paper aims to strengthen theoretical understanding and provide directions for future research.		changing environmental conditions.			
48	Learning, Knowledge and Dynamic Capabilities: Theoretical Implications for Competitiveness and Innovation in the 21st Century Authors: Salvador Vivas-López, Manuel Pérez-Ortiz & Víctor Oltra Journal: <i>International Journal of Innovation and Learning</i> (2013, 6 citations)	Dynamic capabilities are essential for optimizing innovation and strategic direction, and are fundamental for a company's competitiveness and future success.	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, organizational learning theory - Seminal works: Implied connection to Teece et al. (1997) and subsequent foundational papers - Antecedent concepts: Implied connections to creative destruction, architectural innovation, core competence, combinative capabilities, distinctive competence - Position within broader theory: Strategic	Dynamic capabilities are presented as strategic organizational mechanisms that support innovation, organizational learning, and long-term competitiveness. They enable firms to manage organizational evolution while identifying new opportunities for innovation and strategic renewal.	How do dynamic capabilities support organizational management and contribute to innovation, competitiveness, and long-term strategic success?	Dynamic capabilities are essential organizational capabilities that optimize innovation processes, strengthen strategic direction, and sustain long-term organizational competitiveness.	No explicit blind spot is identified in the abstract.	Successful. The paper concludes that dynamic capabilities are important strategic tools supporting innovation management and organizational competitiveness.	- Capabilities: Ability to integrate, build, and reconfigure internal and external competences - Capability Hierarchy: Ordinary capabilities and microfoundations - Entrepreneurial Activities: Sensing, seizing, and transforming - Resources: VRIN resources (valuable, rare, imperfectly imitable, and non-substitutable) - Strategy: Timing of market entry and competitor positioning

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			management, organizational theory - Evolution of dynamic capabilities: From static assets to dynamic processes of generation, development, and accumulation of assets						
49	The Architecture of Dynamic Capability Research: A Scientometric Investigation Authors: Ralf Wilden, Timothy M. Devinney & Grahame Dowling Year: 2013 (17 citations)	The basic assumption of the dynamic capability theory is that it emphasizes capabilities that allow firms to react to and accommodate changing market and organizational environments.	Not mentioned (the abstract does not provide specific details on the theoretical foundations, origins, or seminal works related to dynamic capabilities)	Uses scientometric analysis of 107 publications to map the intellectual structure, theoretical evolution, and dominant themes of Dynamic Capability research. The study demonstrates that although the field has become a dominant perspective in strategic management, conceptual inconsistency	What is the current intellectual structure of Dynamic Capability research, and how do inconsistent definitions affect theoretical advancement?	Dynamic Capability Theory explains how firms respond to changing competitive environments through higher-order organizational capabilities.	Persistent theoretical inconsistency, conceptual ambiguity, and the absence of commonly accepted definitions limit cumulative theory building and comparability across empirical studies.	Partially successful. Dynamic Capability Theory has become a dominant strategic management perspective, but conceptual inconsistency and definitional ambiguity continue to restrict theoretical progress.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
				remains substantial.					
50	The Development of Dynamic Capabilities through Organisational and Managerial Processes Authors: Dawn Harris, Frederick Kafer & L. Salchenberger Journal: <i>International Journal of Business Environment</i> (2013, 14 citations)	The competitive advantage of a firm lies in its organisational and managerial processes.	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or seminal works related to dynamic capabilities)	Examines how organizational and managerial processes—including knowledge management, managerial coordination, and top management involvement—contribute to the development of dynamic capabilities. Multiple case studies illustrate differences across industries.	How do organizational processes, knowledge management, managerial coordination, and top management activities contribute to the development of dynamic capabilities?	Organizational competitive advantage originates from effective organizational routines, managerial processes, and coordinated strategic decision making.	The study highlights that managerial processes alone do not always generate dynamic capabilities, as demonstrated by variation across organizational contexts.	Mixed findings. A healthcare organization failed to develop dynamic capabilities, whereas firms in financial services and manufacturing successfully developed dynamic capabilities through effective managerial and organizational processes.	- Micro-foundation of dynamic capabilities for digital transformation - - Dynamic capabilities for value creation in digital transformation - - Dynamic capabilities for digital transition in specific industries - - Dynamic capabilities for 'data-driven organizations' - - Dynamic capabilities for digital transformation in SMEs and family firms
51	Emergence of Dynamic Capabilities in Low-Velocity Industries: A Case Study of the European Shipbuilding Industry Author: Anton Maljugin	The basic assumption is that dynamic capabilities developed in stable environments can lead to superior performance under conditions of	Not mentioned (the abstract does not provide specific theoretical foundations or origins of dynamic capabilities)	Dynamic capabilities that are initially developed in stable (low-velocity) environments can later enhance organizational performance when	How do dynamic capabilities emerge in industries transitioning from low-velocity to moderate-velocity environments, and what organizational	Dynamic capabilities formed under relatively stable environmental conditions can become valuable sources of competitive advantage	No explicit blind spot is identified in the abstract.	Successful. Dynamic capabilities developed during stable periods improve organizational performance when firms subsequently face volatile environments.	- Organizational capabilities - - Knowledge integration - - Mechanisms for integrating knowledge - - Firm networks - - Dynamic capabilities - - Flexible-response capabilities

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Year: 2013 (1 citation)	environmental volatility, and that entrepreneurial behavior and low-cost experiments are necessary for their development.		industries become more volatile. The study of three European shipbuilding companies highlights the importance of entrepreneurial behavior, experimentation at low cost, and gradual capability accumulation.	factors contribute to their development and effectiveness?	once environmental volatility increases. Entrepreneurial behavior and low-cost experimentation are essential mechanisms in capability development.			
52	The Foundations of Enterprise Performance: Dynamic and Ordinary Capabilities in an (Economic) Theory of Firms Author: David J. Teece Journal: <i>Academy of Management Perspectives</i> (2014, 1,629 citations)	The basic assumption in D. Teece (2014) is that dynamic capabilities are a multidisciplinary framework that explains long-run enterprise performance by addressing inefficiencies and ineffectiveness.	- Primary theoretical sources: Austrian economic theory - Seminal works: Not explicitly mentioned in the abstract - Antecedent concepts: Role of individual action by entrepreneurial managers, role of resources, strategy, distinction between ordinary and dynamic capabilities - Position within broader strategic management:	Presents a multidisciplinary framework integrating strategic management, economics, entrepreneurship, and organizational theory to explain long-run enterprise performance. The paper distinguishes ordinary capabilities from dynamic capabilities and explains how	How can the Dynamic Capability framework be refined to distinguish ordinary capabilities from dynamic capabilities, and how do these capabilities jointly explain long-term enterprise performance?	Dynamic capabilities are higher-order organizational abilities that explain sustained enterprise performance by enabling firms to renew, integrate, build, and reconfigure resources in response to environmental change.	Existing theory still lacks adequate explanation regarding the roles of individual entrepreneurs, managerial decision making, resource orchestration, and the distinction between ordinary and dynamic capabilities.	Successful. The framework successfully provides an integrated explanation of long-run enterprise performance through the interaction of ordinary and dynamic capabilities.	- Process - Structural - Behavioral - Cognitions/Mental Maps - Emotions/Emotional Capability - Relations/Social Networks

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			Dynamic capabilities is a multidisciplinary framework to explain long-run enterprise performance - Evolution or development: The paper aims to clarify and extend the framework, highlighting omitted or poorly integrated elements	both jointly influence organizational success.					
53	Theoretical Underpinnings of Dynamic Capabilities Author: G. Kitenga Year: 2014 (16 citations)	Dynamic capabilities are an extension of the Resource Based View and represent a new paradigm in strategic management.	- Primary theoretical sources: Resource-Based View - Antecedent concepts: creative destruction, architectural innovation, configuration, competence, combinative capabilities, distinctive competence, core competence, organizational behaviour, organizational routines	Examines the conceptual foundations of Dynamic Capability Theory as an extension of the Resource-Based View (RBV). The paper argues that a multi-theoretical perspective is necessary to understand dynamic capabilities and proposes that the theory represents a	What are the theoretical foundations of Dynamic Capability Theory, and how can dynamic capabilities be more clearly conceptualized within strategic management?	Dynamic capabilities extend the Resource-Based View by emphasizing organizational adaptation, renewal, and strategic flexibility under changing environments.	A major unresolved issue is the absence of a clear, universally accepted definition of dynamic capabilities.	Not explicitly discussed. The paper focuses on conceptual clarification rather than empirical success or failure.	- Dynamic capability - Organizational learning - Intangible assets (knowledge and skills of the workforce) - Knowledge (nature and presentation as an intangible asset or commodity)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Position within strategic management: dynamic capabilities are a new paradigm and an extension of the Resource-Based View - Evolution: dynamic capabilities are a new paradigm in strategic management	new strategic management paradigm.					
54	Dynamic Capability Development – Process, Structure and Behavior Author: Vipin Gupta Journal: <i>IPE Economy & Business Journal</i> (2014, 2 citations)	The basic assumption is that dynamic capabilities can be understood through three emerging schools: process, structural, and behavioral, with each having essential features and sub-schools that influence firm performance in a	- Primary theoretical sources cited: Process school (Ambrosini, Bowman & Collier, 2009; Helfat et al, 2007), Structural school (Felin et al, 2012), Behavioral school (Eesley and Roberts, 2010; Huy, 2012; Jones, Macpherson & Jayawarna, 2011) - Seminal works referenced: Not mentioned - Antecedent concepts traced back through literature: Not mentioned	Proposes that dynamic capability development can be understood through three complementary perspectives: process, structure, and behavior. The behavioral perspective is further divided into cognition, emotions, and social networks. A contingency model is proposed linking dynamic	Although no explicit research question is stated, the study seeks to classify schools of thought regarding dynamic capability development and propose a contingency framework explaining their relationship with organizational performance.	Dynamic capabilities consist of multiple interacting dimensions—processes, organizational structures, and behavioral factors—that jointly influence firm performance depending on organizational context.	No explicit blind spot is identified in the abstract.	No explicit discussion of success or failure is provided because the paper is primarily conceptual.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		contingent manner.	- Positioning within broader strategic management or organizational theory: Proposes a contingency model of dynamic capabilities and firm performance - Evolution or development of the dynamic capabilities concept over time: Not mentioned	capabilities with firm performance.					
55	Understanding Dynamic Capabilities from Its Antecedents, Processes and Outcomes Authors: V. Tondolo & C. Bittencourt Journal: <i>Brazilian Business Review</i> (2014, 31 citations)	The basic assumption in V. Tondolo, C. Bittencourt (2014) is that Dynamic Capabilities are considered as a set of processes rather than a specific capacity, enabling organizations to adapt to changes in the competitive environment by	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997) - Antecedent concepts: environmental dynamism, corporate entrepreneurship - Position within broader strategic management: dynamic capabilities as a set of processes for	Reviews the literature by organizing Dynamic Capability Theory around three central components: antecedents (e.g., environmental dynamism and entrepreneurship), processes (resource integration, development, and reconfiguration), and outcomes (competitive	What are the principal antecedents, organizational processes, and outcomes associated with dynamic capabilities?	Dynamic capabilities represent a collection of organizational processes that enable firms to integrate, build, and reconfigure internal and external competencies in response to competitive environmental change.	Research has not yet sufficiently explained how dynamic capability processes emerge, evolve, and operate inside organizations, particularly under conditions of rapid environmental change.	Successful. Organizations that effectively develop and operate dynamic capability processes achieve adaptation, resource renewal, sustained competitive advantage, and superior organizational performance. Failure occurs when organizations cannot effectively develop or coordinate these processes.	Not mentioned (the abstract does not explicitly list or describe specific variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		integrating, building, and reconfiguring internal and external competencies .	adapting to environmental changes - Evolution of dynamic capabilities: integrating, building, and reconfiguring internal and external competences for sustained competitive advantage	advantage and organizational performance). The authors argue that dynamic capabilities should be viewed as a set of interrelated processes rather than a single organizational capability.					
56	Ability-Based View in Action: A Software Corporation Study Authors: F. Nobre, D. Walker & Michael Brown Journal: <i>Brazilian Administration Review</i> (2014, 2 citations)	The basic assumption is that dynamic capabilities are rooted in the abilities of cognition, intelligence, autonomy, learning, and knowledge management, which are essential for organizational competitive advantage.	- Primary theoretical sources: Resource-Based View (RBV), Ability-Based View (ABV) - Seminal works: Teece (2007), Pavlou & El Sawy (2011) - Antecedent concepts: Core competencies , abilities , competitive advantage - Position within strategic management: Dynamic capabilities are central to adapting to complex	Dynamic capabilities are developed through antecedents such as cognition, intelligence, autonomy, learning, and knowledge management. Using a software company case study, the paper demonstrates how these organizational abilities contribute to	(a) What antecedents provide organizations with dynamic and ordinary capabilities?(b) How do these antecedents contribute to capability development?(c) How do they influence competitive advantage?(d) Can these antecedents and their outcomes be measured?	Dynamic capabilities originate from organizational cognition, intelligence, autonomy, organizational learning, and knowledge management. These antecedents collectively generate competitive advantage.	Conceptual ambiguity surrounding dynamic capabilities remains. Existing literature provides limited guidance on measuring dynamic capabilities, and the single-case design restricts generalizability.	Successful. The case study demonstrates that organizational capabilities rooted in cognition, learning, and knowledge management support competitive advantage.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to the dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			environments and achieving competitive advantage - Evolution of dynamic capabilities: Emphasizes cognitive processes and ability-based view as foundational	sustained competitive advantage.					
57	Capacidades Dinâmicas: O Que São e Como Identificá-las? Authors: D. S. Meirelles & A. Camargo Journal: <i>RAC – Revista de Administração Contemporânea</i> (2014, 84 citations)	The basic assumption in D. S. Meirelles, A. Camargo (2014) is that dynamic capabilities are composed of behaviors, skills, routines, processes, and governance mechanisms focused on learning and knowledge for change and innovation.	- Primary theoretical sources cited: Teece, Pisano, and Shuen (1997) - Seminal works referenced: Teece et al. (1997) - Antecedent concepts traced back through literature: behaviors, skills, routines, processes, governance mechanisms - Position within broader strategic management or organizational theory: Strategic management - Evolution or development of the dynamic capabilities	Reviews multiple definitions of dynamic capabilities and proposes an integrative model combining behaviors, organizational skills, routines, processes, and governance mechanisms associated with organizational learning and innovation.	What are the principal determinants of dynamic capabilities, and how can they be integrated into a coherent conceptual model?	Dynamic capabilities are multidimensional organizational phenomena composed of behaviors, skills, routines, processes, and governance mechanisms that facilitate learning, innovation, and organizational change.	The literature lacks a unified conceptual definition and common understanding regarding the mechanisms and components that constitute dynamic capabilities.	Not explicitly discussed. The paper emphasizes conceptual integration rather than organizational success or failure.	- Variables: Environmental influences, intentions of organizational agents - Dimensions: Integration, building, reconfiguring competences - Indicators: Ability to solve problems of evolutionary fitness

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			concept: Focus on components and mechanisms ; cumulative process of knowledge and learning						
58	Dynamic Capability as Fashion Author: Mitsuhiro Fukuzawa Journal: <i>Annals of Business Administrative Science</i> (2015, 20 citations)	The basic assumption in dynamic capability theory is that organizations can create sustainable competitive advantage by integrating, building, and reconfiguring internal and external competences to address rapidly changing environments, based on idiosyncratic organizational processes, path dependency, and heterogeneous resource configurations.	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Teece et al. (1997) , Eisenhardt and Martin (2000), Zollo and Winter (2002) - Antecedent concepts: Organizational routines , resource configuration, learning mechanisms - Position within broader theory: Integrates RBV-friendly concepts, focuses on creating new resources and reconfiguring existing ones for sustainable competitive advantage - Evolution: Incorporates various strategic and organizational	Examines Dynamic Capability Theory from a critical perspective, arguing that the concept has increasingly become a management fashion. The paper discusses conceptual ambiguity, inconsistent application, and frequent misuse of the term within strategic management research.	How can organizations create adaptive states that enable sustainable competitive advantage through dynamic capabilities while avoiding conceptual ambiguity and inappropriate application of the concept?	Organizations achieve sustainable competitive advantage by integrating, building, and reconfiguring internal and external competencies through path-dependent organizational processes and heterogeneous resource configurations.	Researchers frequently label many organizational activities (e.g., R&D, acquisitions, alliances) as dynamic capabilities without demonstrating the underlying sensing, seizing, and reconfiguring processes. The theory is often reduced to static Resource-Based View concepts.	The paper does not explicitly evaluate success or failure but argues that dynamic capabilities remain a useful conceptual framework despite increasing conceptual ambiguity and misuse.	- Dimensions: Sensing environmental opportunities, leveraging green knowledge, reconfiguring resources - Drivers: Environmental regulation and market pressure, customer expectations and competitive advantage, resource scarcity and operational efficiency, strategic orientation - Indicators: Integration from inception , localized strategies , collaboration as a catalyst , technological integration - Barriers: Cultural inertia, resource limitations, inadequate

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			theories, focusing on sustainable competitive advantage in changing environments						alignment between sustainability goals and organizational strategies - Implementation Challenges: Operational complexity, absence of standardized frameworks and metrics
59	A Normative Theory of Dynamic Capabilities: Connecting Strategy, Know-How, and Competition Author: Gary P. Pisano Year: 2015 (72 citations)	Managerial discretion plays a significant role in creating and evolving organizational capabilities, and capability differences across firms are not solely determined by history or randomness.	- Primary theoretical sources: Teece and Pisano (1994), Teece, Pisano, and Shuen (1997) - Seminal works: Teece and Pisano (1994), Teece, Pisano, and Shuen (1997) - Antecedent concepts: Path dependence, evolutionary economics, organizational learning theory - Position within strategic management: Emphasizes capability investments and their consequences	Argues that Dynamic Capability Theory requires a normative perspective that identifies which capabilities actually generate competitive advantage. The paper criticizes existing research for emphasizing conceptual debates while providing limited practical guidance for managers.	How can organizations identify, develop, and select dynamic capabilities that genuinely create competitive advantage? What theoretical and empirical gaps remain?	Organizational capability differences arise primarily from managerial strategic choices rather than historical path dependence alone. Managerial discretion plays a central role in creating dynamic capabilities.	Existing Dynamic Capability research gives insufficient attention to managerial strategic choices and practical capability development, focusing instead on abstract conceptual debates.	Unsuccessful (as a research program). Pisano argues that Dynamic Capability research has produced limited practical guidance because it remains dominated by conceptual discussions instead of actionable managerial insights.	- Organizational learning - Absorbing knowledge - Innovation - Value-added - Adaptability - Business competitiveness

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			for competitive advantage - Evolution of dynamic capabilities: Originally focused on firm-level differences and strategic choices; later became mired in definitional debates						
60	Dynamic Managerial Capabilities Authors: Constance E. Helfat & Jeffrey A. Martin Journal: <i>Journal of Management</i> (2015, 689 citations)	The basic assumption in C. Helfat, Jeffrey A. Martin (2015) is that dynamic managerial capabilities are about creating, extending, and modifying how firms operate, driven by routines and executive intentionality, with a focus on managerial roles in strategic decision-	- Primary theoretical sources: Adner and Helfat (2003) - Seminal works: Teece (2018) - Antecedent concepts: Routines, executive intentionality - Position within broader strategic management: Subset of dynamic capabilities, explaining relationship between managerial decisions, strategic change, and organizational performance - Evolution: Developed over the	Introduces the concept of Dynamic Managerial Capabilities (DMC), explaining how managers influence strategic change through cognition, managerial human capital, and social capital. Empirical evidence demonstrates that managerial differences significantly affect organizational	(a) How can Dynamic Managerial Capabilities be operationalized from a multidimensional perspective?(b) How do managerial cognition, human capital, and social capital jointly influence strategic change and organizational performance?	Dynamic Managerial Capabilities determine managers' ability to create, extend, and modify organizational resources. These capabilities originate from managerial cognition, experience, human capital, and social capital.	Existing literature insufficiently explains how managerial capabilities translate into organizational change. Limited attention has been paid to interactions among cognition, social capital, and human capital, and empirical evidence remains concentrated in specific national contexts.	The paper focuses on conceptual development and operationalization rather than explicitly distinguishing successful versus unsuccessful organizations. It concludes that Dynamic Managerial Capabilities strongly influence business model innovation and organizational performance.	- Variables: - Managerial decision-processes - Organizational routines - Competitive interactions - Environmental change - Dimensions: - Evolutionary economics - Resource-based view (RBV) - Indicators: - Technical fitness - Evolutionary fitness

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		making. These capabilities are rooted in managers' innate abilities and past experiences, specifically human capital, social capital, and cognition.	past decade , building on Adner and Helfat (2003) and influenced by Teece (2018)	performance and innovation.					
61	El Modelo de las Capacidades Dinámicas en las Organizaciones Author: J. M. Torrez Year: 2015	Not mentioned (the abstract does not explicitly state the "Basic Assumption" of the dynamic capability theory)	Not mentioned (the abstract does not provide specific details on theoretical foundations, origins, or evolution of dynamic capabilities)	Reviews the evolution of Dynamic Capability Theory, emphasizing that the concept continues to develop while facing ongoing criticism and theoretical refinement. The paper synthesizes major debates concerning capability development within organizations.	The abstract does not explicitly specify a formal research question.	No explicit theoretical assumption is provided in the abstract.	The study identifies continuing theoretical criticism surrounding Dynamic Capability Theory, particularly debates previously raised by authors such as Dierickx & Cool (1989) and Simonin (1999).	No explicit discussion of organizational success or failure is provided.	- Fast coordination - Efficiency within the company - Constant monitoring of the environment - Adaptability to environmental changes - Ability to adapt and innovate - Flexibility in strategy making - Rapid acquisition of knowledge and resources

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62	Dynamic Capability as a Theory of Competitive Advantage: Contributions and Scope Conditions Author: Jerker Denrell, T. C. Powell Year: 2015 (27 citations)	The basic assumption of dynamic capability theory is that it is a significant factor in achieving competitive advantage in rapidly changing global environments, particularly when technological change is partially foreseeable and about to transform market competition.	- Primary theoretical sources: Market positions, firm resources, Schumpeterian creative destruction - Seminal works: Not explicitly mentioned - Antecedent concepts: Schumpeterian creative destruction - Position within broader theory: Complementary to other theories of competitive advantage - Evolution of concept: Not explicitly mentioned	Dynamic Capability Theory is presented as a theory explaining competitive advantage under rapidly changing environments. The theory is particularly powerful when technological change is partially foreseeable and transformative, complementing theories such as market positioning and Schumpeterian creative destruction.	How does Dynamic Capability Theory explain competitive advantage, and under what environmental conditions does it possess greater or weaker explanatory power?	Dynamic capabilities become valuable when firms operate in rapidly changing environments where technological change is predictable enough to allow strategic response but sufficiently transformative to alter competitive positions.	Major limitations include: (1) dynamic capabilities are neither universally scarce nor always valuable; (2) environmental change may be completely unpredictable; (3) changes may occur too slowly to justify dynamic capability investment; (4) the marginal value of new capabilities may be small; (5) repeated technological shifts reduce sustained advantage.	Successful when technological change is partially foreseeable and transformative. Less successful in highly unpredictable environments or industries experiencing slow or repetitive technological change.	- Design learning: acquiring and absorbing knowledge and practices, spreading them throughout the organization - Design coordination: coordinating activities necessary for good design - Design skills: techniques and knowledge generating synergy, creativity, and innovation
63	Evolutionary and Ecological Conceptualization of Dynamic Capabilities: Identifying Elements of the Teece and	- Dynamic capabilities are a key concept in strategic management. - Evolutionary theory is	- Primary theoretical sources: Evolutionary theory, Resource-Based View - Seminal works: Teece et al. (1997),	Compares the two dominant schools of Dynamic Capability Theory—Teece and Eisenhardt & Martin—	What are the implications of the conceptual divide between the Teece school and the Eisenhardt–Martin school,	Dynamic capabilities are essential organizational mechanisms for adaptation, variation, selection, and	There remains no consensus regarding how evolutionary theory should be integrated into Dynamic Capability	Mixed findings. The paper criticizes existing conceptual divisions while arguing that integrating evolutionary	- Source of the definition of DC - Theoretical schools (e.g., Teece and colleagues)

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	Eisenhardt Schools Authors: F. Arndt & Norbert Bach Journal: <i>Journal of Management & Organization</i> (2015, 29 citations)	fundamental to understanding dynamic capabilities. - The triad of variation, selection, and retention is essential to dynamic capabilities. - Dynamic capabilities are a source of competitive advantage. - Dynamic capabilities can manifest as idiosyncratic routines or best practices. - Evolutionary fitness and resource configuration are crucial for firm survival and adaptation.	Eisenhardt & Martin (2000) - Antecedent concepts: Variation, selection, retention from evolutionary economics - Position within strategic management: Dynamic capabilities as a source of competitive advantage and resource alteration - Evolution of the concept: Differences between Teece and Eisenhardt schools, emphasis on evolutionary elements	using evolutionary and ecological perspectives. The paper highlights important differences regarding organizational adaptation, managerial roles, and evolutionary mechanisms.	particularly from an evolutionary perspective?	retention. They create competitive advantage through resource reconfiguration and may appear either as idiosyncratic routines or best practices.	Theory. Conceptual disagreement between the Teece and Eisenhardt schools continues to create theoretical fragmentation and empirical inconsistency.	perspectives provides a promising direction for future theory development.	
64	Dynamic Capabilities and Adaptive Advantage in UK Media	The basic assumption is that media firms must adapt and	- Primary theoretical sources cited: Dynamic Capabilities Theory	Examines how media organizations operating in highly dynamic	How do media firms employ dynamic capabilities to achieve adaptive	Organizations must continuously renew their resources,	Some organizations remain trapped in path dependence	Successful. Organizations capable of continuously renewing	Not mentioned (the abstract does not explicitly list specific variables,

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	Author: John J. Oliver Year: 2015 (3 citations)	refresh their resource base, capabilities, and competencies to gain an adaptive advantage in high velocity market conditions.	(Teece and Pisano, 1994) - Seminal works referenced: Teece and Pisano (1994) - Antecedent concepts: Resource-Based View (RBV) - Position within broader strategic management: Focus on adapting and refreshing resource base for competitive advantage - Evolution of dynamic capabilities: Extended to consider "Adaptive Advantage"	markets develop adaptive advantage by continuously renewing organizational resources and capabilities. Evidence is drawn from a survey of senior UK media executives.	advantage and long-term sustainability in high-velocity industries?	competencies, and organizational capabilities to achieve adaptive advantage under conditions of rapid environmental change.	because they fail to recognize the need for dynamic capabilities and therefore cannot respond effectively to changing competitive conditions.	resources and capabilities achieve adaptive advantage and long-term sustainability in highly dynamic industries.	dimensions, or indicators)
65	Pure Dynamic Capabilities to Accomplish Economies of Growth Author: H. Kikuchi Journal: <i>Annals of Business Administrative Science</i> (2016, 7 citations)	Dynamic capabilities are competencies that create corporate growth and exert economic impact, similar to the competencies of start-up experts.	- Primary theoretical sources: Teece et al. (1997), Zollo and Winter (2002), Winter (2003), Penrose (1959) - Seminal works: Teece et al. (1997), Zollo and Winter (2002), Winter (2003) - Antecedent concepts: Organizational	Revisits the original Dynamic Capability framework proposed by Teece and colleagues, arguing that the concept has become increasingly ambiguous due to inconsistent definitions and	What is the essence of dynamic capabilities, and how can they be more clearly understood as organizational competencies that generate corporate growth and economic value?	Dynamic capabilities are higher-order organizational competencies responsible for corporate growth, innovation, and long-term economic performance through continuous	Persistent conceptual ambiguity exists regarding the meaning of reconfiguration, transformation, and related capability concepts. Static organizational capabilities are frequently misclassified as	Unsuccessful (conceptually). The paper argues that theoretical confusion and limited conceptual clarity have slowed empirical progress in Dynamic Capability research.	- Design rules - Recurrent patterns of behavior - Operating routines and processes - Market and competitive conditions - Performance outcomes

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			processes, positions, paths ; managerial services, economies of growth - Positioning within broader theory: Dynamic capabilities are competencies that create corporate growth and exert economic impact, similar to start-up experts' competencies - Evolution: From Teece et al.'s foundational work to subsequent differentiation by Zollo and Winter, with ongoing challenges in empirical research and unified interpretation	inclusion of static capability concepts. The paper proposes a clearer conceptualization on linking dynamic capabilities to organizational growth and economic impact.		organizational renewal.	dynamic capabilities.		
66	What Are the Sources of Capability Dynamism? Reconceptualizing Dynamic Capabilities from the Perspective of	The basic assumption in T. Andreeva, P. Ritala (2016) is that organizational change capability is a generic dynamic	- Primary theoretical sources: Strategic management theory , evolutionary economics - Seminal works: Teece et al. (1997) , Nelson (1991) ,	Reinterprets Dynamic Capability Theory through the lens of organizational change. The authors argue that dynamic capabilities	What are the generic sources of sustainable capability dynamism, and how do they contribute to long-term organizational adaptation?	Dynamic capability is fundamentally an organizational change capability that enables firms to sustain adaptation	Several unresolved issues remain, including: insufficient understanding of where dynamic capabilities originate,	Successful. The paper offers a broader conceptualization of dynamic capabilities as generic organizational change capabilities	- Dynamic capability as a theory of competitive advantage - Market positions - Firm resources - Schumpeterian creative destruction - Partially-foreseeable

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	Organizational Change Authors: T. Andreeva & A. Ritala Journal: <i>Baltic Journal of Management</i> (2016, 65 citations)	capability that represents a source of long-term organizational dynamism, bridging the gap in understanding the origins and sustainability of dynamic capabilities.	Kogut and Zander (1992), Amit and Schoemaker (1993), Teece and Pisano (1994), Henderson and Cockburn (1994) - Antecedent concepts: Resource-Based View (RBV), organizational learning theory - Positioning within broader theory: Bridging strategic management with organizational change theory - Evolution of the concept: Clarification of nature, addressing sustainability and practical application criticisms	should be viewed as generic organizational capabilities rather than exclusively firm-specific capabilities, helping explain long-term organizational adaptation.		over long periods by continually modifying organizational resources and routines.	conceptual ambiguity surrounding generic versus idiosyncratic capabilities, limited managerial guidance, and uncertainty regarding the mechanisms sustaining long-term capability development.	supporting long-term organizational sustainability.	technological change - Dynamic capabilities being undervalued or scarce - Unforeseeable change - Change being too easily foreseeable - Small effect size of new capabilities - Industries subject to repeated technological shifts - Markets that reward short bursts of extraordinary performance over long-term persistence
67	Towards a Prescriptive Theory of Dynamic Capabilities: Connecting Strategic Choice, Learning, and Competition	The basic assumption is that the current focus on adaptability in the dynamic capabilities literature is misguided and should be	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, organizational learning theory - Seminal works: Teece and Pisano (1994), Teece,	Dynamic Capability Theory should move beyond merely explaining adaptation toward prescribing which capabilities	How do firms identify and select the capabilities that create competitive advantage, and how do these capabilities function as complements or	The dominant focus on adaptability is insufficient. Organizations must deliberately identify and invest in capabilities that generate	Existing literature emphasizes adaptation but pays insufficient attention to managerial choices regarding capability	Successful: Firms succeed by developing new market-specific capabilities while deepening firm-specific general-purpose capabilities. Unsuccessful: Organizations	- Sensing: cognitive and affective processes for recognizing opportunities and threats. - Seizing: emotional commitment to new opportunities, harnessing visceral reactions. -

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Journal: <i>Microeconomics: Intertemporal Firm Choice & Growth</i> (2016, 242 citations)	reset to focus on identifying and selecting capabilities that lead to competitive advantage.	Pisano, and Shuen (1997), Eisenhardt and Martin (2000) - Antecedent concepts: core competence , combinative capabilities , distinctive competence , organizational routines - Position within broader theory: dynamic capabilities are part of strategic management, focusing on adaptability and competitive advantage - Evolution: developed from earlier concepts , critiqued for focusing too much on adaptability , proposed new framework focusing on capability search strategies	firms should intentionally develop to achieve competitive advantage. The paper proposes linking capability selection with strategic choice, organizational learning, and product-market competition.	substitutes in product-market strategies?	competitive advantage rather than merely reacting to environmental change.	investment and how those choices shape competitive outcomes.	attempting to broaden both general-purpose and market-specific capabilities simultaneously face higher competitive barriers and reduced effectiveness.	Reconfiguring: regulation of identity-based affective responses to change.
68	Dynamic Capabilities and Competitive Advantage:	The underlying assumption is that firms, which are able	- Primary theoretical sources: Eisenhardt & Martin (2000), Teece,	Uses 217 organizational surveys together with in-depth	How do dynamic capabilities contribute to competitive advantage in IT	Organizations that successfully sense new opportunities,	Dynamic Capability Theory still lacks sufficient empirical	Successful. The empirical evidence supports a positive relationship between dynamic	- Variables: Dynamic capabilities - Dimensions: Sensing, seizing,



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Findings from Case Studies Authors: Lidija Breznik & Matej Lahovnik Journal: <i>Management: Journal of Contemporary Management Issues</i> (2016, 79 citations)	to sense and then seize new opportunities and, further, reconfigure their resources and capabilities in line with recognized opportunities and environmental change can create and sustain a competitive advantage.	Pisano & Shuen (1997) - Seminal works: Teece, Pisano & Shuen (1997) - Position within broader theory: Strategic management, organizational theory - Evolution/development: Criticized for being fuzzy and tautological, needs further research and expansion into other areas like IS literature	interviews in six IT firms to demonstrate how dynamic capabilities contribute to competitive advantage. The study provides empirical support for the dynamic capability perspective.	firms, particularly through sensing, seizing, and reconfiguring capabilities, and how do these capabilities influence firm performance?	seize them through strategic action, and continually reconfigure resources are able to create and sustain competitive advantage.	testing across different contexts and requires stronger integration with related research domains. The theory is often criticized for conceptual vagueness and limited empirical validation.	capabilities and competitive advantage while providing practical managerial implications.	reconfiguring capabilities - Indicators: Six recognized firm capabilities (specifically mentioned in Figure 1), managerial role in developing dynamic capabilities
69	Dynamic Capabilities and Organizational Performance: A Meta-Analytic Evaluation and Extension Authors: S. Fainshmidt, A. Pezeshkan, M. Frazier, A. Nair & E. Markowski	The basic assumption in the dynamic capability theory is that dynamic capabilities are positively related to performance. Additionally, it is assumed that this relationship is stronger in industries with higher	Not mentioned (the abstract does not provide specific theoretical foundations, origins, or seminal works related to dynamic capabilities)	Conducts a meta-analysis demonstrating that dynamic capabilities are positively associated with organizational performance (average correlation approximately $r = 0.296$). Higher-order capabilities exhibit stronger performance	(1) Are dynamic capabilities positively related to firm performance?(2) Is the relationship stronger in technologically dynamic industries?(3) Do higher-order capabilities outperform lower-order capabilities?(4) Do dynamic	Dynamic capabilities positively influence organizational performance. It is also assumed that this relationship becomes stronger under high technological dynamism, although this moderating	Limited evidence supports the assumption that technological dynamism consistently strengthens the dynamic capability–performance relationship, suggesting additional moderators	Successful. The meta-analysis confirms a significant positive relationship between dynamic capabilities and organizational performance while extending theoretical understanding through moderator analysis.	- Dynamic capabilities - Performance - Technological dynamism - Higher-order dynamic capabilities - Lower-order dynamic capabilities - Economic context (developing vs. developed economies) - Moderators (not specified)

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	Journal: <i>Journal of Management Studies</i> (2016, 393 citations)	levels of technological dynamism, although this latter assumption was not supported by the study.		effects, especially in developing economies.	capabilities contribute more strongly to performance in developing economies?	effect receives only limited empirical support.	remain unidentified.		
70	Uncertainty, Innovation, and Dynamic Capabilities: An Introduction Authors: David J. Teece & Sohvi Leih Journal: <i>California Management Review</i> (2016, 280 citations)	Not mentioned (the abstract does not explicitly state the basic assumption of dynamic capability theory)	Not mentioned (the abstract does not provide specific theoretical foundations, seminal works, or antecedent concepts related to dynamic capabilities)	Introduces a special issue exploring how Dynamic Capability Theory helps organizations manage uncertainty, innovation, and organizational performance. The paper emphasizes interdisciplinary integration and practical application.	The abstract does not explicitly specify a formal research question.	No explicit theoretical assumption is stated in the abstract because the article serves as an introduction to the special issue.	No explicit blind spot is identified.	Successful. The introduction highlights numerous examples of organizations successfully applying Dynamic Capability principles to manage uncertainty and innovation.	Not mentioned (the abstract does not explicitly list specific variables, dimensions, or indicators related to dynamic capability theory)
71	Designing Organizations for Dynamic Capabilities Authors: Teppo Felin & T. C. Powell	The basic assumption is that dynamic environments require adaptable organizational structures and new design principles to	Not mentioned (the abstract does not provide information on theoretical foundations, origins, or seminal works related to dynamic capabilities)	Argues that organizational design—particularly open, decentralized, and self-organizing structures—is essential for	How can organizations design structures that effectively support the implementation of dynamic capabilities?	Organizations operating in dynamic environments require adaptable organizational structures, decentralized decision	Traditional bureaucratic structures and rigid organizational processes hinder the development and implementatio	Successful. The paper demonstrates how organizational design can successfully support dynamic capabilities, using Valve Corporation	- Variables: New organizational forms , self-organizing processes - Dimensions: Sensing, shaping, seizing opportunities

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	Journal: <i>California Management Review</i> (2016, 216 citations)	build dynamic capabilities for sustained innovation.		implementing dynamic capabilities. The paper uses Valve Corporation as an illustrative example of organizational innovation.		making, and flexible design principles to sustain innovation.	n of dynamic capabilities.	as a practical illustration.	- Indicators: Polyarchy, social proofs, new forms of open organization
72	The Architecture of Dynamic Capability Research: Identifying the Building Blocks of a Configurational Approach Authors: Ralf Wilden, Timothy M. Devinney & Grahame Dowling Journal: <i>The Academy of Management Annals</i> (2016, 314 citations)	The basic assumption of the dynamic capability theory is that firms can achieve long-term survival and growth by integrating and reconfiguring their resources and capabilities to adapt to changing environments, thereby enhancing their evolutionary fitness.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Eisenhardt and Martin (2000), Winter (2003) - Antecedent concepts: evolutionary fitness, sensing, shaping, seizing opportunities, reconfiguring resource bases - Position within strategic management: framework for understanding organizational change and	Dynamic Capability View (DCV) is presented as one of the leading frameworks explaining firm survival and long-term growth. The paper integrates Dynamic Capability research into a configurational perspective and proposes the "House of Dynamic Capabilities" as a comprehensive framework that organizes microfoundatio	How can Dynamic Capability Theory be reconceptualized using a configurational perspective that integrates microfoundations, multilevel structures, organizational configurations, and environmental contingencies?	Organizations achieve long-term survival and growth by continually integrating, building, and reconfiguring organizational resources and capabilities to fit changing environments. Dynamic capabilities operate as multilevel organizational systems rather than isolated routines.	Major limitations include:• Lack of a universally accepted definition of dynamic capabilities.• Weak integration between conceptual developments and empirical evidence.• Existing literature reviews rely primarily on journal articles, limiting theoretical diversity.• Continued confusion regarding microfoundatio	Successful. Dynamic Capability View is confirmed as one of the dominant theoretical perspectives explaining organizational adaptation, survival, and long-term growth through evolutionary fitness and organizational success.	- Sensing, shaping, and seizing opportunities - Integration, reconfiguration, renewal, and recreation of resources and capabilities - Microfoundations: processes, learning, routines - Enablers: organizational structure, culture - Performance implications: direct, indirect, mediated effects on firm performance

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			competitive advantage - Evolution: from competitive advantage to process and micro-foundations	ns, organizational configurations, and environmental contingencies.			ns and multilevel capability architecture.		
73	The Behavioral and Evolutionary Roots of Dynamic Capabilities Authors: Felix Arndt & David L. Pierce Journal: <i>Industrial and Corporate Change</i> (2017, 94 citations)	The basic assumption in Felix Arndt, L. Pierce (2017) is that dynamic capabilities are rooted in standard operating procedures, routines, and the concept of routinization, which are essential for understanding their contribution to strategic management. This assumption is supported by the non-strategic model of Cyert and March, the dynamic	- Primary theoretical sources: Non-strategic model of Cyert and March, dynamic evolutionary theory of the firm in Nelson and Winter - Seminal works: Teece, Pisano and Shuen (1997), Teece (2007, 2014) - Antecedent concepts: Standard operating procedures, routines, routinization - Position within strategic management: Dynamic capabilities are a dominant theory in strategic management - Evolution: Dynamic capabilities have evolved over time	Reviews the behavioral and evolutionary foundations of Dynamic Capability Theory. The paper argues that the theory has become well established within strategic management but requires stronger theoretical grounding through behavioral decision theory, evolutionary economics, and organizational routines.	What are the behavioral and evolutionary foundations underlying Dynamic Capability Theory?	Dynamic capabilities emerge from organizational routines, standard operating procedures, managerial cognition, and evolutionary adaptation mechanisms. The theory is grounded in the work of Nelson & Winter, Cyert & March, and Teece, Pisano & Shuen.	Dynamic Capability Theory still lacks sufficiently developed theoretical underpinnings explaining the origins and evolution of organizational capabilities.	Mixed findings. The paper recognizes Dynamic Capability Theory as an influential research stream but notes that it continues to be criticized for insufficient theoretical foundations and incomplete behavioral explanations.	Not mentioned (the abstract does not explicitly list variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		evolutionary theory of Nelson and Winter, and the work of Teece, Pisano, and Shuen.	into a dominant theory						
74	Dynamic Capabilities and Innovation Capabilities: The Case of the "Innovation Clinic" Authors: Fred H. Strønen, Thomas Hoholm, K. Kværner & L. Støme Journal: <i>Journal of Entrepreneurship, Management and Innovation</i> (2017, 36 citations)	The basic assumption in the paper is that firms need to adapt to changing environments to remain competitive, and dynamic capabilities are essential for this adaptation by enabling the integration, building, and reconfiguration of operational capabilities to achieve new forms of competitive advantage and evolutionary fitness through innovation.	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics - Seminal works: Teece et al. (1997), Eisenhardt and Martin (2000), Teece (2007, 2014) - Antecedent concepts: Creative destruction, architectural innovation, core competence, combinative capabilities, distinctive competence, organizational routines - Position within strategic management: Dynamic capabilities are seen as higher-order routines for	Investigates how dynamic capabilities contribute to organizational innovation using the "Innovation Clinic" as an empirical case. The study explores capability development processes supporting continuous innovation through resource integration and organizational learning.	How are dynamic capabilities related to innovation capabilities, and how can organizations intentionally develop innovation capabilities?	Firms remain competitive by continuously adapting, integrating, and reconfiguring operational capabilities. Dynamic capabilities enable organizations to develop new innovation capabilities and maintain long-term evolutionary fitness.	Difficulties remain in distinguishing dynamic capabilities from operational capabilities. Organizations often struggle to sustain innovation capabilities over time due to inadequate entrepreneurial management, fragmented organizational structures, and uncertainty surrounding capability development.	Generally successful. The Innovation Clinic significantly improved patient care, reduced waiting times, generated cost savings, and strengthened organizational innovation. However, implementation encountered barriers including resistance to change and limited economic incentives.	- Sensing opportunities to meet customer needs - Seizing opportunities to mobilize resources and capture value - Continued renewal through transformation - Systematic development of processes and routines for sensing and seizing opportunities - Role of entrepreneurship in sensing and seizing - Combination of strategic and entrepreneurial management for transformation

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			adaptation and change, focusing on sensing, seizing, and transforming opportunities. - Evolution of dynamic capabilities: Developed from RBV, emphasizing processes over resources, with subsequent refinements by Teece and others.						
75	Foreword to the Special Issue: Dynamic Capabilities of Firms Authors: V. Bogodistov & V. Wohlgemuth Journal: <i>European Journal of Management</i> (2017)	- Dynamic capabilities are still evolving and not fully understood. - The concept is broadly applicable across various fields. - There is a lack of clarity on the nature and theoretical embeddedness of dynamic capabilities. - Dynamic capabilities are complex	- Primary theoretical sources: Systems theory, capability-based view of the firm, microfoundations - Seminal works: David Teece's characterization of dynamic capabilities as a systems theoretic concept - Antecedent concepts: Microfoundations, non-linear nature, process theory - Position within broader strategic management or organizational	Reviews the development of Dynamic Capability Theory approximately two decades after its introduction. The authors conclude that the theory remains highly relevant but continues to require substantial conceptual refinement and broader empirical application.	• What are the microfoundations underlying dynamic capabilities?• How can Dynamic Capability Theory be applied in marketing, supply chain management, and non-profit organizations?• What is the theoretical embeddedness of Dynamic Capability Theory?• How can existing	Dynamic capabilities remain an evolving, multidimensional theoretical construct characterized by high complexity, nonlinearity, context dependence, and strong path dependence.	Key research gaps include:• Limited application across disciplines.• Lack of theoretical integration.• Methodological limitations arising from systems theory.• Differences in research traditions and language barriers across countries.• Need for stronger	Unsuccessful (theoretically). Although Dynamic Capability Theory has matured substantially, it has not yet reached conceptual maturity, requiring further refinement and broader interdisciplinary development.	- Microfoundations - Capability-based view - Processes - Routines - Systems theoretical approaches - Dynamic managerial capabilities - Power symbols - Creativity - Institutional framework - Foresight capabilities - Idiosyncratic nature - Non-linear nature - Self-reflective nature

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		and multifaceted, characterized as a systems theoretic concept. - They are highly idiosyncratic, non-linear, and self-reflective.	theory: Dynamic capabilities are a mechanism for firms to deal with dynamic environments, integrating various theories under a holistic approach - Evolution or development: Incorporation of institutional theory and foresight capabilities, emphasizing idiosyncratic, non-linear, and self-reflective nature		approaches be integrated?• What research directions should future studies pursue?		theoretical embeddedness.		
76	Uma Visita Teórica à Abordagem Capacidades Dinâmicas a Partir da Perspectiva dos Autores Seminais: Teece, Pisano e Shuen (1997): Um Ensaio Teórico Authors: A. Silva, Giovanni Bohm Machado	The basic assumption is that dynamic capabilities contribute to organizational strategies for competitive advantage, as introduced by Teece, Pisano, and Shuen in 1997, but require further research to establish consensus	- Primary theoretical sources cited: Teece, Pisano, and Shuen (1997) - Seminal works referenced: Teece et al. (1997) - Antecedent concepts traced back through literature: Not explicitly mentioned - Position within broader strategic management or organizational theory: Dynamic	Reviews the original Dynamic Capability framework proposed by Teece, Pisano, and Shuen (1997). The paper concludes that despite the theory's broad influence, significant disagreement persists regarding its	How do dynamic capabilities theoretically contribute to organizational strategy and competitive advantage, and what are the principal conceptual disagreements remaining within the research community?	Dynamic capabilities contribute directly to competitive advantage by enabling firms to adapt, integrate, build, and reconfigure organizational resources. Nevertheless, additional theoretical work is required to	Persistent disagreement remains regarding the definition, conceptual boundaries, and theoretical interpretation of Dynamic Capability Theory. This lack of consensus represents one of the field's major	Mixed findings. The paper successfully proposes directions for future theoretical development but highlights the continued failure of the research community to reach a unified conceptual consensus regarding Dynamic Capability Theory.	Not mentioned (the abstract does not specify specific variables, dimensions, or indicators related to dynamic capability theory)

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	Journal: <i>International Journal of Business</i> (2017, 2 citations)	and advance understanding.	capabilities contribute to competitive advantage in organizational strategies - Evolution or development of the dynamic capabilities concept over time: Ongoing development ; not yet established as a consensus ; future research needed to consolidate the theory	conceptual foundations, indicating the need for additional theoretical refinement.		strengthen conceptual consensus.	unresolved problems.		
77	The Sources of Dynamism in Dynamic Capabilities Authors: C. Salvato & R. Vassolo Journal: <i>Southern Medical Journal</i> (2018, 325 citations)	The basic assumption is that dynamic capabilities are effortful social accomplishments emerging from individual employees' capacity to leverage interpersonal relationships conducive to productive dialogue, integrating	- Primary theoretical sources: Resource-Based View , evolutionary economics , organizational learning theory - Seminal works: Teece et al. (1997) , Helfat et al. (2007) , Teece (2007) - Antecedent concepts: creative destruction, architectural innovation, core competence, combinative capabilities, distinctive	Dynamic capabilities are viewed as effortful social accomplishments that emerge from employees' abilities to leverage interpersonal relationships and productive dialogue. The paper argues that dynamic capabilities originate through interactions	How do individual actors and interpersonal interactions contribute to the emergence of dynamic capabilities, and how are these capabilities aggregated into firm-level capabilities that enable strategic adaptation?	Dynamic capabilities are socially constructed capabilities emerging from purposeful interactions among individuals. Organizational adaptation depends on integrating individual capabilities, interpersonal collaboration, and organizational	Major limitations include:• Limited attention to the role of individuals in Dynamic Capability research.• Difficulty aggregating individual-level change into organizational routines.• Lack of micro-level mechanisms explaining employee	Mixed findings.Successful : Apple's recovery following Steve Jobs' return demonstrates how collective integration generates organizational renewal.Unsuccessful: Apple's stagnation during Jobs' absence illustrates how failure to integrate individual knowledge into collective organizational	- Individual Integration: The integration of cognition, habit, and emotion in individual employees. - Relational Engagement: The quality of interpersonal connections among employees, characterized by candor, inclusion, confirmation, and presentness. - Productive Dialogue: The process of joint

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		individual, interpersonal, and organizational levels.	competence, organizational routines - Positioning within strategic management: DCs are emergent phenomena influenced by individual and interpersonal dynamics, not just firm-level entities - Evolution of DC concept: Critique of existing macro and micro views; emphasis on emergent nature and adaptive potential	across individual, interpersonal, and organizational levels, providing a richer explanation of sustainable competitive advantage.		routines into collective capabilities.	intentionality and emotions. • Limited understanding of participation at the meso level. • Difficulty identifying systematic adaptation mechanisms.	capability limits innovation and adaptation.	action and communication that fosters cooperation, learning, and cohesion. - Firm-Level Flexibility and Adaptability: The ability of firms to adapt to new sources of dynamism or instigate change autonomously.
78	Dynamic Capabilities as (Workable) Management Systems Theory Author: David J. Teece Journal: <i>Journal of Management & Organization</i> (2018, 569 citations)	The basic assumption in D. Teece (2018) is that a complex system is made up of many interacting parts, and the whole is more than the sum of its parts. Organizations are viewed as social systems	- Primary theoretical sources: Systems theory, Resource-Based View - Seminal works: Teece, Pisano, & Shuen (1990), Teece, Pisano, & Shuen (1997) - Antecedent concepts: Creative destruction, architectural innovation, core competence,	Reinterprets Dynamic Capability Theory using systems theory. Organizations are viewed as complex adaptive systems whose components interact to shape long-term organizational performance.	How can Dynamic Capability Theory be understood and applied through the perspective of applied systems theory in strategic management?	Organizations function as complex adaptive systems consisting of interconnected components whose interactions determine organizational performance. Dynamic capabilities coordinate	Existing systems theory provides insufficient guidance regarding proactive managerial intervention, organizational change, and heterogeneous adaptation. Dynamic Capability Theory fills this	Successful. Dynamic capabilities provide a practical management system that enables firms to adapt, renew resources, and sustain long-term evolutionary fitness, although implementation remains complex and requires	- Capabilities: Ability to integrate, build, and reconfigure internal and external competences - Capability Hierarchy: Ordinary capabilities and microfoundations - Entrepreneurial Activities: Sensing, seizing, and transforming - Resources: VRIN resources (valuable,

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		where sub-units must interact harmoniously, and understanding the whole is not straightforward from its components.	combinative capabilities , distinctive competence , organizational routines - Position within strategic management: Dynamic capabilities are part of a system that includes resources and strategy, focusing on adaptation and shaping the business environment. - Evolution: Developed from systems theory, emphasizing adaptation and strategic alignment.	The framework emphasizes managerial orchestration and strategic decision making rather than isolated organizational routines.		these components through managerial orchestration and strategic management.	gap by emphasizing managerial action rather than passive system evolution.	managerial expertise.	rare, imperfectly imitable, and non-substitutable) - Strategy: Timing of market entry and competitor positioning
79	La Capacidad de Absorción es Dinámica (<i>Absorptive Capacity is Dynamic</i>) Author: M. V. Pérez Journal: <i>Innovar</i> –	The basic assumption is that absorptive capacities (ACAP) are dynamic capabilities , which is a widespread assumption in the field but is	- Primary theoretical sources cited: Zahra and George (2002) - Seminal works referenced: Not explicitly mentioned - Antecedent concepts traced back through	Reviews literature on Absorptive Capacity (ACAP) and questions the common assumption that absorptive capacity should automatically be classified as	How has the concept of absorptive capacity evolved as a dynamic capability, and what implications arise from treating absorptive capacity as part	Although absorptive capacity is frequently assumed to represent a dynamic capability, this assumption remains insufficiently justified and	Insufficient conceptual examination has resulted in the widespread classification of absorptive capacity as a dynamic capability without adequate	Unsuccessful. The study concludes that treating absorptive capacity as synonymous with dynamic capability is conceptually restrictive and potentially misleading.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to dynamic capability theory)

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	<i>Revista de Ciencias Administrativas y Sociales</i> (2018, 5 citations)	concluded to establish a restriction and often an error.	literature: Not mentioned - Positioning within broader strategic management or organizational theory: Not explicitly mentioned - Evolution or development of the dynamic capabilities concept over time: The study explores the progress in the conception of absorptive capacities since its redefinition to dynamic capabilities by Zahra and George (2002) .	a dynamic capability. The bibliometric review covering 2000–2015 concludes that equating ACAP with Dynamic Capability Theory may be conceptually restrictive.	of Dynamic Capability Theory?	may lead to conceptual oversimplification.	theoretical justification, increasing the risk of conceptual confusion.		
80	Dynamic Capabilities Theory: Pinning Down a Shifting Concept Authors: Abbas Bleadly, A. Ali & I. Ibrahim	The basic assumption is that there is no commonly agreed-upon empirically based definition of dynamic capabilities (DC) , with a wide disparity among	- Primary theoretical sources cited: Teece and colleagues' theoretical school - Seminal works referenced: Teece et al., 1997 - Antecedent concepts traced back through literature: Not mentioned	Conducts a systematic review of 53 empirical studies and concludes that no universally accepted empirical definition of Dynamic Capability exists. The	Is there a commonly accepted empirical definition of Dynamic Capability, and how have differing conceptualizations influenced empirical research since	Dynamic Capability Theory continues to lack a commonly accepted empirical definition, producing substantial variation across	The absence of a universally accepted empirical definition and the continuing disagreement among scholars represent one of the most significant unresolved problems	Unsuccessful. The review concludes that no consensus has been reached regarding the definition of Dynamic Capability, resulting in considerable conceptual fragmentation	- Source of the definition of DC - Theoretical schools (e.g., Teece and colleagues)

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	Journal: <i>Academy of Accounting and Financial Studies Journal</i> (2018, 79 citations)	scholars and researchers in their definitions.	- Position within broader strategic management or organizational theory: Influential within strategic business studies - Evolution or development of the dynamic capabilities concept over time: Not detailed in the abstract	review identifies substantial disagreement among researchers and highlights the continued influence of both the Teece school and competing conceptual perspectives.	the publication of Teece, Pisano, and Shuen (1997)?	empirical studies and theoretical interpretations .	within Dynamic Capability Theory.	across the literature.	
81	Design Management as Dynamic Capabilities: A Historiographical Analysis Authors: R. D. C. Santos, E. Bueno, Heitor Takashi Kato & Rubia Oliveira Corrêa Journal: <i>European Business Review</i> (2018, 16 citations)	Design management can be considered a dynamic capability.	Not mentioned (the abstract does not provide specific theoretical underpinnings, seminal works, or antecedent concepts related to dynamic capabilities)	Examines Design Management from a Dynamic Capability perspective. Through systematic review and historiographical analysis, the study identifies design learning, design coordination, and design skills as key dynamic capabilities that support organizational	How does Design Management function as a Dynamic Capability within organizations?	Design Management itself can be conceptualized as a Dynamic Capability because it enables organizations to coordinate design knowledge, learning, and innovation in response to environmental change.	No explicit blind spot is identified in the abstract.	Successful. The study successfully demonstrates that Design Management functions as a Dynamic Capability by supporting innovation processes and enhancing competitive advantage.	- Design learning: acquiring and absorbing knowledge and practices, spreading them throughout the organization - Design coordination: coordinating activities necessary for good design - Design skills: techniques and knowledge generating synergy, creativity, and innovation

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				competitiveness.					
82	Dynamic Capabilities Authors: V. Sunder M., Ganesh L. S., R. Marathe Journal: <i>European Business Review</i> (2019, 178 citations)	The basic assumption of dynamic capability theory is that it focuses on the ability of organizations to adapt to changing environments by integrating, building, and reconfiguring internal and external competences to address rapidly changing environments.	- Primary theoretical sources: Teece et al. (1997) - Seminal works: Teece et al. (1997), Teece (2011), Teece (2018) - Antecedent concepts: Integration and reconfiguration of internal and external competences - Position within broader strategic management: Key theoretical construct for adapting to changing environments - Evolution of dynamic capabilities: Increased importance in strategic management research ; operational and strategic levels as suggested by Teece (2018)	Mengembangkan kerangka konseptual multidimensional Dynamic Capability melalui morphological analysis yang mensintesis 133 artikel dari jurnal manajemen terkemuka. Tujuannya adalah mengintegrasikan berbagai perspektif untuk mengurangi ambiguitas konsep Dynamic Capability dan menghasilkan kerangka yang lebih komprehensif.	(1) Bagaimana literatur Dynamic Capability dapat disintesis menjadi kerangka yang lebih terintegrasi?(2) Bagaimana organisasi atau entrepreneur dapat memanfaatkan Dynamic Capability untuk mengeksplorasi peluang bisnis, khususnya pada situasi krisis dan perubahan lingkungan?	Dynamic Capability merupakan kemampuan organisasi untuk mengintegrasikan, membangun, dan mengonfigurasi ulang kompetensi internal maupun eksternal agar mampu menghadapi lingkungan yang berubah cepat dan mempertahankan keunggulan kompetitif.	Keterbatasan utama terletak pada minimnya pemahaman mengenai bagaimana entrepreneur mengeksplorasi peluang pada situasi krisis (misalnya pandemi COVID-19), terutama dalam mengintegrasikan karakteristik individu dan organisasi.	Mixed findings. Keberhasilan: Pendekatan morphological analysis berhasil menghasilkan kerangka Dynamic Capability yang lebih holistik dan praktis bagi manajer. Kelemahan: Teori masih dikritik karena definisinya yang kabur, nilai praktis yang belum konsisten, dan fragmentasi konseptual.	- Five dimensions and 26 variants in the multi-dimensional conceptual framework - Strategic dynamic capabilities: strategic foresight - Operational dynamic capabilities: innovation, self-structured capability, relational capability - Entrepreneur's characteristics: being intuitive, ability to learn, being innovative, leadership competencies, ability to use advanced digital technologies

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83	Dynamic Capabilities: A Retrospective, State-of-the-Art, and Future Research Agenda Author: F. Arndt Journal: <i>Journal of Management & Organization</i> (2019, 25 citations)	The basic assumption in F. Arndt (2019) is that dynamic capabilities are about a firm's ability to change and adapt, enabling purposeful organizational change and addressing challenges such as balancing efficiency and resilience.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Teece & Pisano (1994), Selznick (1957), Kogut & Zander (1992) - Antecedent concepts: distinctive capabilities, combinative capabilities, creative destruction, architectural innovation, core competence - Positioning within broader theory: strategic management, organizational theory - Evolution: development from initial concepts to current debates and integration of new theories like	Meninjau perkembangan Dynamic Capability sejak diperkenalkan oleh Teece et al. (1997). Artikel membahas evolusi konseptual, pengukuran, konteks penelitian, lifecycle, network perspective, dan arah penelitian masa depan.	Tidak mengajukan research question spesifik karena merupakan artikel retrospektif (state-of-the-art review).	Dynamic Capability merupakan kemampuan organisasi melakukan perubahan secara purposif untuk mencapai organizational change, efficiency, dan resilience di lingkungan yang dinamis.	Penelitian ke depan perlu berfokus pada:• Pengukuran Dynamic Capability yang lebih baik.• Keseimbangan antara efficiency dan resilience.• Integrasi dengan teori mindfulness dan resilience.• Studi longitudinal.• Pendekatan evolutionary dan ecological.	Successful. Artikel menunjukkan bahwa Dynamic Capability telah berkembang pesat dan masih menawarkan peluang penelitian yang sangat luas.	- Sensing of opportunities - Seizing of opportunities - Reconfiguration of a firm's resource base - Sensing components - Reacting components - Ambidexterity - Absorptive capacity - Networking capabilities

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			system theory and mindfulness						
84	A Capability Theory of the Firm: An Economics and (Strategic) Management Perspective Author: David J. Teece Journal: <i>New Zealand Economic Papers</i> (2019, 316 citations)	The basic assumption is that firms are heterogeneous due to differences in their capabilities.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Nelson (1991), Chandler (1992), Winter (2003) - Antecedent concepts: Williamsonian transaction costs, Penrosean resources, Knightian uncertainty, Schumpeterian (knowledge) combinations - Position within broader theory: Central in strategic management, focusing on entrepreneurial management and innovation - Evolution: Developed over time through integration of	Mengembangkan Capability Theory of the Firm, yaitu teori perusahaan yang menjelaskan bagaimana perusahaan diciptakan, tumbuh, berinovasi, dan bersaing melalui kapabilitas. Artikel menjelaskan keterbatasan teori ekonomi tradisional dalam menjelaskan perbedaan kinerja antar perusahaan.	Bagaimana Capability Theory, khususnya Dynamic Capability, menjelaskan inovasi, heterogenitas perusahaan, alokasi sumber daya, dan profitabilitas jangka panjang yang tidak mampu dijelaskan teori ekonomi tradisional?	Perusahaan bersifat heterogen karena memiliki kapabilitas yang berbeda. Perbedaan kemampuan manajerial dan organisasi menjelaskan mengapa perusahaan memiliki performa yang berbeda walaupun berada dalam industri yang sama.	Teori ekonomi tradisional belum mampu menjelaskan perbedaan perusahaan dalam hal inovasi, pengambilan keputusan di bawah ketidakpastian, evolutionary fitness, dan profitabilitas jangka panjang.	Successful. Capability Theory diposisikan sebagai perspektif utama yang mengisi kekurangan teori ekonomi tradisional dan memperkuat Dynamic Capability sebagai teori strategis perusahaan.	- Residing with individual managers and top management team - Residing in organization's values, culture, and collective ability to implement changes - Built through investment in discovery, knowledge generation, and learning - Broken down into sensing, seizing, and transforming - Emphasizes entrepreneurial manager's role - Integrates transaction costs, resources, uncertainty, and knowledge combinations - Informs policy on economic development - Focuses on enterprise-level entrepreneurship, learning, and strategy

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			various theoretical sources						
85	Tracing the Economics Behind Dynamic Capabilities Theory Authors: Madhavi Kapoor & V. Aggarwal Journal: <i>International Journal of Innovation Science</i> (2020, 37 citations)	The basic assumption in Madhavi Kapoor, V. Aggarwal (2020) appears to be that dynamic capabilities theory can be traced back to and integrated with various economic systems and strategic management theories, such as capitalism, communism, socialism, and others like creative destruction and resource-based view. The study assumes that by evaluating these theories and their shortcomings, a more comprehensiv	- Primary theoretical sources: theory of creative destruction, transaction-cost approach, resource-based view, knowledge-based view of the firm - Seminal works: Not explicitly mentioned - Antecedent concepts: creative destruction - Positioning within strategic management: evaluated against various theories of international business - Evolution: integrates shortcomings of previous theories to refine dynamic capabilities	Menelusuri akar ekonomi dari Dynamic Capability Theory dengan mengintegrasikan berbagai teori ekonomi (resource-based view, Schumpeterian innovation, capitalism, socialism, creative destruction, absorptive capability, dan innovation theory). Artikel bersifat konseptual dan menawarkan kerangka teoritis yang lebih komprehensif.	Bagaimana evolusi teori ekonomi membentuk Dynamic Capability Theory, dan bagaimana berbagai teori ekonomi dapat diintegrasikan menjadi satu kerangka konseptual yang lebih utuh?	Dynamic Capability berasal dari perkembangan berbagai teori ekonomi dan strategic management. Integrasi lintas teori akan menghasilkan pemahaman yang lebih komprehensif mengenai pembentukan kapabilitas dinamis.	Konstruksi Dynamic Capability masih belum terdefinisi secara memadai. Penulis mengusulkan framework baru untuk memperjelas hubungan antar teori ekonomi yang membentuk Dynamic Capability.	Tidak dibahas secara eksplisit. Fokus penelitian adalah pengembangan teori, bukan evaluasi keberhasilan organisasi.	- Absorptive capability - Innovation capability - Adoptive capability

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
		e understanding of dynamic capabilities can be achieved.							
86	Dynamic Capabilities Authors: Anja Tuschke & Emma Bulett Journal: <i>Management</i> (2020)	- Dynamic capabilities are rooted in the resource-based view of the firm. - Competitive advantage comes from exploiting current capabilities and developing new ones. - The perspective is connected to evolutionary economics. - Semi-automatic and path-dependent routines are foundational. - Human decision-making is integrated	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, behavioral theory of the firm - Seminal works: Teece et al. (1997), Augier and Teece (2009) - Antecedent concepts: Exploitation of current capabilities, development of new capabilities (Edith Penrose, Birger Wernerfelt) - Position within strategic management: Focus on sustainable competitive advantage and organizational adaptation - Evolution over time: Ongoing	Menyajikan ringkasan perkembangan Dynamic Capability sebagai perspektif utama dalam strategic management. Artikel menekankan hubungan Dynamic Capability dengan Resource-Based View, Evolutionary Economics, serta berbagai penyempurnaan konseptual terbaru.	Bagaimana teori Dynamic Capability dapat dikonsolidasikan sehingga menghasilkan teori yang lebih koheren, baik secara konseptual maupun empiris?	Dynamic Capability berakar pada Resource-Based View namun berkembang melalui evolutionary economics. Competitive advantage diperoleh melalui eksploitasi kemampuan yang ada sekaligus pengembangan kapabilitas baru. Keputusan manusia menjadi bagian penting dalam adaptasi organisasi.	Tantangan utama meliputi: • Kurangnya perhatian terhadap faktor manusia pada formulasi awal. • Ambiguitas definisi dan asumsi yang saling bertentangan. • Minimnya validasi empiris. • Terlambatnya perkembangan penelitian empiris. • Fragmentasi kontribusi konseptual.	Mixed findings. Keberhasilan: Dynamic Capability diakui sebagai salah satu teori paling penting dalam strategic management dan organizational adaptation. Kelemahan: Masih belum memiliki definisi yang benar-benar mapan dan konsisten secara empiris.	- Exploitation of current capabilities - Development of new capabilities - Semi-automatic and path-dependent routines - Deliberate human element - Resource utilization and development

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		into the perspective. - Dynamism is key to competitive advantage and organizational adaptation.	debates and criticisms leading to refinements and integration of new theoretical elements						
87	Theoretical Review of Dynamic Capabilities Authors: Liselt A. Acevedo-Gelves & Neida Alborno-Arias Year: 2020 (10 citations)	The basic assumption in the dynamic capability theory is that companies must continuously adapt and innovate to remain competitive in a rapidly changing business environment by integrating resources, learning from errors, and improving processes to create new products and services.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Teece and Pisano (1994), Henderson and Cockburn (1994), Eisenhardt and Martin (2000) - Antecedent concepts: creative destruction (Schumpeter), architectural innovation (Henderson and Cockburn), core competence (Collins), combinative capabilities (Eisenhardt and Martin)	Dynamic capabilities are crucial for companies to adapt and improve knowledge over time, providing unique tools for strategic changes in response to market needs.	How do adaptation capacity and continuous learning contribute to dynamic capabilities in managing complexity?	The basic assumption in the dynamic capability theory is that companies must continuously adapt and innovate to remain competitive in a rapidly changing business environment by integrating resources, learning from errors, and improving processes to create new products and services.	Not mentioned. The paper does not explicitly discuss a blind spot area within dynamic capability theory.	Successful. The study supports the usefulness of dynamic capabilities in enabling organizations to adapt continuously to changing environments.	- Adaptation: The ability to change business strategies in response to market needs. - Learning: The ability to create, assimilate, diffuse, and use knowledge to act in changing environments. - Innovation: The presence of an innovative component that allows companies to remain competitive. - Integration: The ability to integrate, build, and reconfigure internal and external resources/competencies.

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Position within broader theory: strategic management and organizational theory as a means to achieve competitive advantage through adaptation and innovation - Evolution: from flexibility and adaptability to business model innovation and value creation						
88	Theoretical Foundations of Dynamic Capabilities Measurement: A Multi-Logic Approach Authors: Katarzyna Bratnicka-Myśliwiec, W. Dyduch & M. Bratnicki Year: 2020 (1 citation)	The basic assumption is that strategically valuable resources are crucial for competitive advantage, and dynamic capabilities are essential for strategic change and maintaining competitiveness.	- Primary theoretical sources cited: Resource-Based View - Seminal works referenced: Not mentioned - Antecedent concepts traced back through literature: Not mentioned - Position within broader strategic management or organizational theory: Strategic management theory	The paper provides a theoretical overview of dynamic capabilities, focusing on their conceptualizations, components, and relationships with dependent variables while highlighting strategic change and modification of	What are the theoretical foundations and conceptualizations of dynamic capabilities, and how do they relate to modifying a firm's strategic potential?	Strategically valuable resources are crucial for competitive advantage, and dynamic capabilities are essential for strategic change and maintaining competitiveness.	Not mentioned. The abstract does not explicitly identify a blind spot.	Not mentioned. The abstract does not discuss whether dynamic capability theory is successful or unsuccessful.	Not mentioned (the abstract does not provide specific variables, dimensions, or indicators related to dynamic capability theory)



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Evolution or development of the dynamic capabilities concept over time: Not mentioned	strategic potential.					
89	Frameworks and Theories around Dynamic Capabilities: Introduction to Organization and Strategic Management Theories Around Dynamic Capabilities Addressing Adaptability or Sustainable Competitiveness Year: 2020	The basic assumption is that the business environment is dynamic and unpredictable, requiring continuous adaptation and innovation to maintain competitiveness.	Not mentioned (the abstract does not provide specific theoretical foundations, seminal works, or antecedent concepts related to dynamic capabilities)	Dynamic capabilities are crucial for organizations to adapt and maintain competitive advantage in rapidly changing environments because traditional sources of competitive advantage are becoming less sustainable.	Not explicitly stated in the abstract.	Organizations operate in dynamic and unpredictable business environments; therefore, continuous adaptation and innovation are necessary to maintain competitiveness.	The blind spot lies in traditional strategic management approaches that assume a stable and predictable environment, thereby overlooking rapid environmental change and the necessity for dynamic adaptation.	Unsuccessful. Traditional strategies are increasingly ineffective for sustaining competitive advantage under conditions of rapid environmental change.	- Fast coordination - Efficiency within the company - Constant monitoring of the environment - Adaptability to environmental changes - Ability to adapt and innovate - Flexibility in strategy making - Rapid acquisition of knowledge and resources
90	How Mythical Constructs Inhabit Theorizing Spaces: A Critique of Dynamic Capabilities Author: A. Wright	The basic assumption is that there is a need for new emergent theories in organization and management theory (OMT), particularly in	Not mentioned (the abstract does not provide specific details on the theoretical foundations and origins of dynamic capabilities)	A critical review of dynamic capability theory within organization and management theory, arguing that the field has failed to generate	What limitations or issues within dynamic capability theory contribute to the lack of new emergent theories in organization and management theory?	Organization and Management Theory (OMT) requires new emergent theories, particularly regarding dynamic capabilities.	The major blind spot is the lack of new emergent theories within organization and management theory, especially in relation to	Not mentioned. The abstract does not explicitly evaluate the success or failure of dynamic capability theory.	Not mentioned (the abstract does not specify any variables, dimensions, or indicators related to dynamic capability theory)

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	Journal: <i>Academy of Management Proceedings</i> (2021)	the context of dynamic capabilities.		sufficiently new emergent theories.			dynamic capabilities.		
91	Toward a Taxonomy of Dynamic Capabilities: A Systematic Literature Review Authors: Niklaus Leemann & Dominik K. Kanbach Journal: <i>Management Research Review</i> (2021, 75 citations)	The basic assumption is that dynamic capabilities can be categorized and organized into a structured framework, are complex and multifaceted, and share common key features while being idiosyncratic in details.	capabilities is developed through a systematic literature review of 34 articles, providing a comprehensive framework for understanding dynamic capabilities. - Primary theoretical sources: Not explicitly mentioned in the abstract. - Seminal works referenced: The abstract likely references Teece et al. (1997) through the mention of the "existing triad of sensing, seizing and transforming." - Antecedent concepts: Not explicitly mentioned in the abstract.	A three-level taxonomy of dynamic capabilities is developed through a systematic literature review of 34 articles, providing a comprehensive framework for understanding dynamic capabilities.	How can dynamic capabilities be categorized and organized into a comprehensive taxonomy to better understand their nature and facilitate theoretical integration?	Dynamic capabilities can be categorized into a structured framework. Although they are complex and multifaceted, they share common characteristics while remaining idiosyncratic in their details.	The primary blind spot is the absence of a comprehensive taxonomy of dynamic capabilities and the gap between rigorous conceptual literature and relevant empirical research.	Successful. The study successfully develops a comprehensive taxonomy of dynamic capabilities and integrates conceptual and empirical findings into a unified framework.	- Level DC-1: Sensing, Seizing, Transforming - Level DC-2: 19 dynamic sub-capabilities - Level DC-3: 240 idiosyncratic dynamic capabilities

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Positioning within broader strategic management or organizational theory: The study connects dynamic capabilities to business model innovation and ambidexterity. - Evolution or development of the dynamic capabilities concept: The study aims to integrate scattered empirical findings into a comprehensive taxonomy, bridging the rigor-relevance gap between conceptual and empirical research.						
92	Relational model for the development of dynamic skills based on bibliometric analysis Authors: B. Rueda, Lina Rosenda, Rueda Galvis,	The basic assumption is that the concepts of organizational learning, absorbing knowledge, innovation, value-added, adaptability, and business	- Primary theoretical sources: Not explicitly mentioned - Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned	A relational model for developing dynamic capabilities in organizations is proposed, based on a qualitative study reviewing over 500 scientific	How can a relational model be developed to practically implement the concepts of Dynamic Capabilities in organizations, focusing on organizational learning,	The basic assumption is that the concepts of organizational learning, absorbing knowledge, innovation, value-added, adaptability, and business	Not mentioned. The abstract does not explicitly mention a "Blind Spot Area" in the context of dynamic capability theory.	Not mentioned. The abstract does not provide information on success or unsuccessfulness.	- Organizational learning - Absorbing knowledge - Innovation - Value-added - Adaptability - Business competitiveness

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Javier Francisco, G. Hernández Journal: 2022 (4 citations)	competitiveness can be developed and integrated into a management strategy to enhance competitiveness and survival.	- Positioning within broader strategic management or organizational theory: Focuses on increasing competitiveness and business survival - Evolution or development of the dynamic capabilities concept: Not explicitly mentioned	sources, focusing on organizational learning, innovation, and adaptability.	absorbing knowledge, innovation, value-added, adaptability, and business competitiveness ?	competitiveness can be developed and integrated into a management strategy to enhance competitiveness and survival.			
93	From framework to theory: an evolutionary view of dynamic capabilities and their microfoundations Authors: Matteo Cristofaro & De Lovallo Journal: <i>Journal of Management & Organization</i>	The basic assumption is that dynamic capabilities are essential for organizational survival and success by enabling them to adapt and evolve in response to environmental changes.	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned - Position within broader strategic management or organizational theory: Dynamic capabilities are positioned as	Dynamic capabilities are defined as instruments that solve evolutionary fitness problems through entrepreneurial problem-solving, advancing theoretical conceptualization and microfoundations.	How do dynamic capabilities allow organizations to adapt to changes and succeed?	The basic assumption is that dynamic capabilities are essential for organizational survival and success by enabling them to adapt and evolve in response to environmental changes.	The blind spot area is how dynamic capabilities allow organizations to adapt to changes and succeed.	Success.	- Variables: Environmental influences, intentions of organizational agents - Dimensions: Integration, building, reconfiguring competences - Indicators: Ability to solve problems of evolutionary fitness

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	(2022, 43 citations)		instruments for adapting to changes and ensuring organizational prosperity - Evolution or development of the dynamic capabilities concept: Emphasis on solving problems of evolutionary fitness and microfoundations						
94	Revisiting the idea of knowledge-based dynamic capabilities for digital transformation Authors: Gioconda Mele, G. Capaldo, Giustina Secundo, Vincenzo Corvello Journal: <i>Journal of Knowledge Management</i>	The basic assumption is that digital transformation requires organizations to adapt and innovate by absorbing and generating new knowledge, and that dynamic capabilities, particularly from a knowledge-based perspective, are essential	- Primary theoretical sources: Dynamic capabilities theory, knowledge-based perspective - Seminal works: Not explicitly mentioned - Antecedent concepts: Not explicitly mentioned - Position within strategic management: The study aims to map the state of research and provide a new conceptualization	Dynamic capability theory, especially from a knowledge-based perspective, is useful for studying transformation and change in the digital era, as evidenced by a structured literature review of 75 papers.	How can dynamic capabilities theory be applied and understood in the context of digital transformation?	The basic assumption is that digital transformation requires organizations to adapt and innovate by absorbing and generating new knowledge, and that dynamic capabilities, particularly from a knowledge-based perspective, are essential	The blind spot area in Gioconda Mele, G. Capaldo, Giustina Secundo, Vincenzo Corvello (2023) is likely related to the need for a more refined understanding of how organizations create and share knowledge in the digital era, as well as areas not fully explored in the	Successful. The abstract indicates the success of dynamic capabilities theory in studying transformation and change, and the paper's contributions to the field.	- Micro-foundation of dynamic capabilities for digital transformation - Dynamic capabilities for value creation in digital transformation - Dynamic capabilities for digital transition in specific industries - Dynamic capabilities for 'data-driven organizations' - Dynamic capabilities for digital transformation in



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	(2023, 108 citations)	for this process.	of dynamic capabilities in the digital transformation era. - Evolution of dynamic capabilities: The study focuses on its application in the digital transformation era , but does not detail its evolution over time.			for this process.	current research on dynamic capabilities for digital transformation.		SMEs and family firms
95	Dynamic capabilities: theoretical reflection from the field of strategy Authors: Juan Carlos Robledo Fernández, Omaira Cecilia Martínez Moreno, C. A. Rodríguez Arias Journal: <i>Publicaciones e Investigación</i> (2023, 1 citation)	understandings of dynamic capabilities within the field of strategy, particularly in relation to adaptation in changing environments ? Dynamic capabilities are essential for firms to adapt to changing environments and to create and sustain competitive advantages.	- Primary theoretical sources: Resource-Based View (Wernerfelt, 1984) , Knowledge-Based View (Grant, 1996) - Seminal works: Teece et al. (1997), Nelson (1991) - Antecedent concepts: Organizational learning theory, creative destruction - Position within strategic management: Dynamic capabilities are a construct within strategy to explain competitive	Dynamic capabilities are a strategic construct that has evolved since the 1990s, with three main approaches: innovation, contingent, and capability building, aimed at creating and sustaining competitive advantage in rapidly changing environments.	What are the theoretical reflections and understandings of dynamic capabilities within the field of strategy, particularly in relation to adaptation in changing environments?	Dynamic capabilities are essential for firms to adapt to changing environments and to create and sustain competitive advantages.	The "Blind Spot Area" in the context of dynamic capability theory refers to the oversight in traditional economic theories, particularly neoclassical economics, regarding the shift from static to dynamic environments, the failure to recognize the importance of speed and adaptability, and the	Success.	- Supply Dimension: Raw materials, Technology, Products, Competitors, Industry structure - Demand Dimension: Current and emerging demand patterns, Volume or size of demand - Macroeconomic Environment Dimension: Government policy, Globalization, Economic turbulence

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			advantage in changing environments - Evolution: Dynamic capabilities have evolved through various theoretical perspectives, with ongoing development and refinement				inability to anticipate and adapt to rapid technological changes and the need for continuous innovation and learning within organizations.		
96	A (Review Of Dynamic Capabilities: Origins And Future Developments) Authors: Claudia Bitencourt, Hugo Fridolino Müller Neto, Gabriela Zanandrea Journal: <i>Revista de Administração de Empresas</i> (2024, 1 citation)	The basic assumption in the dynamic capabilities theory is that it addresses contexts of uncertainty and constant change , focusing on adaptation and collective construction to manage risk and achieve better performance.	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Teece et al. (1997), Eisenhardt and Martin (2000) - Antecedent concepts: Sustainable competitive advantage , processes and best practices - Position within broader theory: Strategic management, focusing on competitive advantage in uncertain environments	Dynamic capability theory has evolved with an approximation between initially opposing ideas, focusing on relational issues and collective construction, as evidenced by a comprehensive analysis of 10,838 papers using Latent Dirichlet Allocation for topic modeling.	How has the dynamic capabilities field been built up and consolidated over the years?	The basic assumption in the dynamic capabilities theory is that it addresses contexts of uncertainty and constant change, focusing on adaptation and collective construction to manage risk and achieve better performance.	The "Blind Spot Area" in the paper refers to the contributions and perspectives of other authors beyond the seminal papers by TPS and EM, which were not addressed in the study. Future studies are recommended to consider these other influences.	Successful. The paper indicates a successful integration and consolidation of dynamic capabilities theory.	- Temporality and characteristics of studies - Network of theoretical concepts - Relational issues - Collective construction paths - Uncertainty and change - Competitive advantage - Resource mobilization - Knowledge management - Innovation - Firm performance - Market dynamics - Industry alliances - Cooperation and trust

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			- Evolution: Shift from internal resources to networks and relationships, emphasizing relational issues and collective construction						
97	Dynamic Capabilities Author: David J. Teece Journal: 2025 (0 citations)	The basic assumption of the dynamic capability theory is that organizations can adapt to changing environments and create competitive advantages by leveraging their internal capabilities, shaped by organizational heritage and management decisions, to integrate, build, and reconfigure resources. This enables them to innovate and protect	- Primary theoretical sources: Resource-Based View, evolutionary economics, organizational learning theory - Seminal works: Teece et al. (1997), Dosi & Teece (1994) - Antecedent concepts: creative destruction, architectural innovation, core competence, combinative capabilities, distinctive competence, organizational routines - Position within broader strategic management: dynamic capabilities as a source of	Dynamic capabilities are a dominant paradigm in strategic management, involving sensing, seizing, and transforming opportunities, shaped by organizational heritage and management decisions, enabling adaptation and shaping of the business environment.	The research question in David J. Teece (2025) is to explore the relationships between financial resources, entrepreneurial orientation, information technology, and dynamic capabilities, and how these factors influence hospital performance through dynamic capabilities.	The basic assumption of the dynamic capability theory is that organizations can adapt to changing environments and create competitive advantages by leveraging their internal capabilities, shaped by organizational heritage and management decisions, to integrate, build, and reconfigure resources. This enables them to innovate and protect intangible	The lack of significant impact from information technology on dynamic capabilities and its inability to mediate the effect of IT on hospital performance could be considered a "Blind Spot Area" in the dynamic capability theory.	Mixed findings. Successful: Financial resources and entrepreneurial orientation have a significant positive effect on dynamic capabilities and hospital performance. Unsuccessful: Information technology does not have a significant effect on dynamic capabilities or hospital performance.	- Financial Resources: Working capital policies, financing policies, current asset investment policies - Entrepreneurial Orientation: Finding new markets, serving customers, taking risks - Information Technology: IT capability, sensing IT for business value - Dynamic Capabilities: Adaptive capability, absorptive capability, innovative capability - Performance: Financial measures (growth of income, profits, assets), non-financial measures (service aspects,

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		intangible assets, leading to superior long-term performance.	competitive advantage , emphasizing adaptation and innovation - Evolution over time: development as a key strategic management theory, integrating with other frameworks			assets, leading to superior long-term performance.			community benefits)
98	Dynamic Green Capabilities Author: Marc Selgas-Cors Journal: <i>Isagoge – Journal of Humanities and Social Sciences</i> (2025, 0 citations)	The basic assumption is that firms must adapt to rapidly changing environments by integrating, building, and reconfiguring internal and external competences to address environmental challenges and sustainability imperatives.	- Primary theoretical sources: Resource-Based View (RBV) - Seminal works: Teece et al. (1997) - Antecedent concepts: Extension of RBV to incorporate change - Position within strategic management: Cornerstone concept for adapting to changing environments - Evolution: From conceptual extension of RBV to nuanced theory with practical implications ; recent explorations	Dynamic green capabilities (DGCs) are critical for firms to address environmental challenges while maintaining competitiveness, driven by regulations and market pressures, with organizational barriers and open innovation being key factors.	1. Synthesize the current understanding of DGCs and their role in sustainable business practices.2. Analyze the drivers, barriers, and enablers of DGC development across different industries and contexts.3. Examine the relationship between DGCs and firm performance, including both financial and non-financial metrics.4.	The basic assumption is that firms must adapt to rapidly changing environments by integrating, building, and reconfiguring internal and external competences to address environmental challenges and sustainability imperatives.	• Organizational barriers: cultural inertia, resource limitations, inadequate strategic alignment. • Implementation issues: operational complexity, lack of standardized frameworks, difficulties in measuring sustainability progress.	Successful. The Italian organic wine producer successfully implemented dynamic green capabilities, achieving carbon neutrality and enhanced brand differentiation through sensing environmental opportunities, seizing green innovations, and reconfiguring resources effectively. The success was attributed to strong local connections and stakeholder engagement.	- Dimensions: Sensing environmental opportunities, leveraging green knowledge, reconfiguring resources - Drivers: Environmental regulation and market pressure, customer expectations and competitive advantage, resource scarcity and operational efficiency, strategic orientation - Indicators: Integration from inception , localized strategies , collaboration as a catalyst ,

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
			in digital transformation, sustainability, and innovation ecosystems		Identify gaps in the existing literature and propose future research directions.				technological integration - Barriers: Cultural inertia, resource limitations, inadequate alignment between sustainability goals and organizational strategies - Implementation Challenges: Operational complexity, absence of standardized frameworks and metrics
99	The Role of Emergence in Dynamic Capabilities: A Restatement of the Framework and Some Possibilities for Future Research Authors: David J. Teece, N. Kay, Sohvi Heaton Journal: <i>Social Science Research</i>	Not mentioned (the abstract does not specify the basic assumptions of dynamic capability theory)	- Primary theoretical sources: Not explicitly mentioned - Seminal works: Not explicitly mentioned, but likely includes Teece et al., 1997 - Antecedent concepts: Not explicitly mentioned - Position within broader strategic management or organizational theory: The study aims to restate the	Dynamic capabilities have been mischaracterized by derivative interpretations, necessitating a restatement of the framework.	The role of emergence in dynamic capabilities and restating the framework to correct mischaracterizations.	Not mentioned. The abstract does not specify the basic assumptions of dynamic capability theory.	Mischaracterization and variation in terms and core assumptions of dynamic capabilities.	Unsuccessful. The paper highlights the mischaracterization of dynamic capabilities caused by derivative interpretations.	Not mentioned (the abstract does not explicitly list or describe specific variables, dimensions, or indicators related to dynamic capability theory)

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	<i>Network</i> (2025, 2 citations)		framework, implying a focus on clarifying its theoretical underpinnings - Evolution or development of the dynamic capabilities concept: The study involves a restatement of the framework, suggesting an examination of its evolution and development						
100	Capacidades Dinâmicas Necessárias Para Desenvolver O Aspecto Ambiental Das Organizações Authors: Luci Inês Schumacher, Ketlen Pinto da Silva Fonseca, Vagner Naysinger Machado, Roberto De Gregori	The basic assumption is that dynamic capabilities support the development of the environmental aspect and can be built by organizations, enabling them to adapt to environmental changes and develop sustainable strategies.	- Primary theoretical sources: Resource-Based View (RBV), evolutionary economics, organizational learning theory - Seminal works: Teece (2007), Teece, Pisano, and Shuen (1997) - Antecedent concepts: evolutionary economics of Nelson and Winter, Schumpeter's ideas on innovation	Dynamic capability theory provides a framework for companies to adapt to environmental changes by developing environmental sensing, resource seizing, and resource reconfiguring capabilities, which enhance sustainability and	How do dynamic capabilities support the development of environmental strategies and can they be built by organizations?	The basic assumption is that dynamic capabilities support the development of the environmental aspect and can be built by organizations, enabling them to adapt to environmental changes and develop sustainable strategies.	The blind spot area refers to the lack of research on integrating environmental concepts into dynamic capabilities and the specific company capabilities that lead to the adoption of environmental practices. This includes the challenges in developing environmental	Mixed findings. Successful: The development of dynamic capabilities (environmental sensing, resource seizing, resource reconfiguring) enables companies to innovate, adapt to environmental demands, and achieve sustainable competitive advantage. Unsuccessful: Failure to develop	- Environmental Sensing Capability - Resource Seizing Capability - Resource Reconfiguring Capability



No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	Journal: <i>IOSR Journal of Business and Management</i> (2025, 0 citations)		- Position within broader theory: dynamic capabilities as a strategic approach for adapting to environmental changes and developing sustainable strategies - Evolution of dynamic capabilities: expanded RBV with evolutionary foundations ; developed from 1990s onwards with Teece et al. (1997) as a foundational work	competitive advantage.			sensing, resource seizing, and resource reconfiguring capabilities due to the need for strategic commitment, cultural change, resource allocation, and strategic partnerships.	these capabilities leads to difficulty in adapting to environmental changes and achieving competitive advantage.	
101	The Role of Dynamic Capabilities in Creating Product Innovations Author: P. O. Semenov Journal: <i>Strategic Decisions and Risk Management</i>	The basic assumption of the dynamic capability theory is that dynamic capabilities are essential for firms to adapt and innovate in rapidly changing environments by	- Primary theoretical sources: Resource-Based View, Teece et al. (1997) - Seminal works: Teece et al. (1997), Teece (2007) - Antecedent concepts: Resource-Based View, core competence - Position within broader theory: Extension of	Dynamic capabilities are crucial for product innovation and competitiveness, with four key competencies: sensing, seizing, transformation, and entrepreneurial management. Theoretical	How do companies effectively implement product innovations, and what resources, capabilities, and competencies are necessary for their realization through dynamic capabilities such as sensing,	The basic assumption of the dynamic capability theory is that dynamic capabilities are essential for firms to adapt and innovate in rapidly changing environments by continuously	The "Blind Spot Area" in P. O. Semenov (2026) refers to the lack of understanding of how companies can effectively implement product innovations using dynamic capabilities and what specific	Successful. The paper suggests that dynamic capabilities can lead to successful product innovation and competitiveness.	- Sensing capability: Identifying opportunities from new technologies and evaluating their potential for customer needs. - Seizing capability: Forming mechanisms for creating economic value and planning a value chain. - Transformation capability:

No	Paper	Basic Assumption & Definition	Theoretical Foundations & Origins	Summary	Research Question	Basic Assumption	Blind Spot Area	Success or Unsuccessful	Variables / Indicators / Dimensions
	(2026, 0 citations)	continuously updating and improving internal processes and external interactions through sensing, seizing, transformation, and entrepreneurial management capabilities.	resource-based view and strategic management - Evolution: From Teece et al. (1997) to four key competencies: sensing, seizing, transformation, entrepreneurial management	model proposed for further empirical testing.	seizing, transformation, and entrepreneurial management?	updating and improving internal processes and external interactions through sensing, seizing, transformation, and entrepreneurial management capabilities.	resources, capabilities, and competencies are necessary for this implementation.		Eliminating limitations in existing capabilities and developing competencies through internal changes or external partnerships. - Entrepreneurial management capability: Ensuring strategic flexibility and adaptability, enhancing other dynamic capabilities.

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