School of Management - Research Network for International Business and Emerging Economies (RNIBEE)

Wednesday 11 March
13.00 in 8 West 1.28

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Stages of Organizational Transformation in Transition Economies: A Dynamic Capabilities Approach

ABSTRACT

Organizations in transition economies face complex change processes because at the outset they lacked the dynamic capabilities that would support prosperous growth in a market economy. We develop a theoretical framework of organizational transformation that explains the creation and evolution of dynamic capabilities. In particular, it shows the relationships between leadership, organizational learning, dynamic capabilities and performance over three stages of transformation.

Propositions derived from this framework explain the initial conditions that may enable organizational learning, the linkages between types of learning and functions of dynamic capabilities, and the feedback effect from dynamic capabilities to organizational learning that allows firms to attain long-term competitive advantage. The radical nature of organizational change in a transition context magnifies these processes and thus provides new insights that are also relevant to companies facing radical environmental change in other contexts.