

**P3: Research Seminar  
Human Resource and Change Management**

**„Dynamic managerial capabilities and organizational change“**

Wolfgang Güttel  
Wintersemester 2016/17

**Ziele und Inhalt:**

The dynamic capability view (DCV) is a leading concept in understanding strategic change. The concept of dynamic managerial capabilities builds on this fundament and especially reflects the leadership role for enhancing organizational change. The module aims at a deeper understanding of the theoretical basis and faces typical situations where managers take responsibility for organizational change, e.g. organizational crises.

The course requires the application of methodological skills and encourages students to conduct their own small field studies. By interviewing managers who take responsibility in organizational crises and evaluating the gathered data students explore the challenges and strategies in use in organizational crises or other situations of tremendous organizational change. They will reflect their findings against the background of the international state of the art in this field of research.

In particular, the course aims at ...

- understanding and reflecting of the theoretical groundwork on dynamic managerial capabilities and (scarce) literature on organizational crises.
- evaluating concepts and tools for enhancing dynamic managerial capabilities
- combining the dynamic managerial capability view with change management issues and tools
- understanding the leadership role in organizational change, especially organizational crises
- identifying situations with increased demands for dynamic managerial capabilities
- advancing of methodological skills in social science research with a focus on qualitative research methods

Students conduct their own small studies in groups. The studies are primarily based on interviews with managers taking responsibility for organizational

change. Students summarize their evaluated data in a written article and give a final presentation of their results.

**Lehrmethoden und Leistungsbeurteilung:**

Exam (in German): 40%

Written article / group work - 10 pages/group member (in German) (40%)

Final presentation / group work (in German) (20%)

**Termine und Räume entnehmen Sie bitte dem KUSSS.**

**Exam: November 8th, 2016 (60 Minutes - in German)**

## Literature

### ***Dynamic Capabilities, Ambidexterity and the Development Path of Organizations:***

#### ***Compulsory Literature:***

Sydow, J., Schreyögg, G. & Koch, J. 2009. *Organizational path dependence: Opening the black box. Academy of Management Review 34: 689-709.*

Harreld, J. B., O'Reilly, C. A. III & Tushman, M. L. 2007. *Dynamic capabilities at IBM: driving strategy into action. California Management Review 49: 21-43.*

O'Reilly, Charles A., and Michael L. Tushman. "Organizational ambidexterity: Past, present, and future." *The Academy of Management Perspectives 27.4 (2013): 324-338.*

#### ***Additional Literature:***

Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic management journal 21.10-11 (2000): 1105-1121.*

Zollo, M. & Winter, S. G. 2002. *Deliberate learning and the evolution of dynamic capabilities. Organization science 13: 339-351*

Schreyögg, G. & Kliesch-Eberl, M. 2007. *How dynamic can organizational capabilities be? Towards a dual-process model of capability dynamization. Strategic Management Journal 28: 913-933.*

Güttel, W. H., Konlechner, S. W. & Trede, J. K. 2015. *Standardized individuality versus individualized standardization: the role of the context in structurally ambidextrous organizations. Review of Managerial Science 9: 261-284*

Vogel, Rick, and Wolfgang H. Güttel. "The dynamic capability view in strategic management: a bibliometric review." *International Journal of Management Reviews 15.4 (2013): 426-446.*

### ***Dynamic Managerial Capabilities and Decision-making in High-velocity Markets:***

#### ***Compulsory Literature:***

Eisenhardt, Kathleen M., and Donald N. Sull. "Strategy as simple rules." *Harvard business review 79.1 (2001): 106-119 (optional reading: Sull, D. & Eisenhardt, K.M. 2015. Simple Rules: How to Thrive in a Complex World. London).*

Helfat, Constance E., and Jeffrey A. Martin. "Dynamic Managerial Capabilities Review and Assessment of Managerial Impact on Strategic Change." *Journal of Management 41 (2015): 1281-1312.*

Weick, Karl E. "The collapse of sensemaking in organizations: The Mann Gulch disaster." *Administrative science quarterly (1993): 628-652.*

#### ***Additional Literature:***

Eisenhardt, K. M., Furr, N. R. & Bingham, C. B. 2010. Microfoundations of Performance: Balancing Efficiency and Flexibility in Dynamic Environments. *Organization Science* 21: 1263-1273

Güttel, Wolfgang H./Wiesinger, Judith (2015): Leadership in turbulenten Zeiten Resilienz und Entscheidungsheuristiken bei disruptiven Veränderungen. *Austrian Management Review*, Vol. 5, 33-45.

Güttel, Wolfgang H./Wiesinger, Judith (2016): Leadership in turbulenten Zeiten Resilienz und Entscheidungsheuristiken bei disruptiven Veränderungen. *Academia Superior - Gesellschaft für Zukunftsforschung (Studie)*. Linz.

Weick, Karl E., and Kathleen M. Sutcliffe. "Mindfulness and the quality of organizational attention." *Organization Science* 17.4 (2006): 514-524.

Weick, Karl E., Kathleen M. Sutcliffe, and David Obstfeld. "Organizing for high reliability: Processes of collective mindfulness." *Crisis management* 3.1 (2008): 81-123.