

# Mapping Organizational Change Configurations with Dynamic Capabilities

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## *Abstract*

*Dynamic capabilities are behind the organizational efforts to reconfigure and adapt to the persistent and ever-growing demands of change. Knowledge architecture of firms, the combinative capabilities and the capability to learn and innovate are overlapping constructs which map inconsistencies and ambiguities when managers try to configure them. This research, on the basis of comprehensive literature review, has on one hand delineated the boundaries of the constructs and proposed a theoretical model and on another hand, based on empirical analysis, validated the conceptual model. Data were collected from 216 mid and top level executives from Indian Pharmaceutical Industry. The results provide strong foundations for the conceptual model as they point towards synergistic effect of the modeled constructs. Knowledge management framework and combinative capabilities are contributors towards organizational capability to learn and innovate. The relationship of knowledge architecture with change capability is amplified when it is mediated by organizational learning and innovative capability. This research not only reinforces the role of dynamic capabilities for organizational survival and success but also constructs coherent cohorts for effectively managing a logical relationship while structuring organizational capabilities.*

**Keywords:** Knowledge management; Learning capability; innovative capability; dynamic capability; combinative capability; change capability; Indian Pharmaceutical Industry; Structural equation modeling; resource based view of firms.

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