



COURSE DESCRIPTION CARD - SYLLABUS

Course name

THE DYNAMIC CAPABILITIES AND DEVELOPMENT PHASES OF DIGITALLY SUSTAINABLE ORGANIZATIONS IN THE CONTEXT OF A GEOPOLITICAL AND CLIMATE-RELATED MULTI-CRISIS [S5NOZIJ>DZFR]

Course

Proposed by Discipline

–

Year/Semester

3/5

Level of study

Doctoral School

Course offered in

English

Form of study

full-time

Requirements

elective

Number of hours

Lecture

8

Laboratory classes

0

Other

0

Tutorials

0

Projects/seminars

0

Number of credit points

2,00

Coordinators

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Lecturers

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Prerequisites

Knowledge: Basic knowledge of organization and management theory, strategic management, sustainable development and digital transformation. Basic understanding of concepts related to organizational resources, competencies and capabilities. Skills: Ability to critically read scientific publications and identify the research problem, research gap, theoretical foundations, constructs and research methods applied. Basic ability to formulate research questions and interpret the results of quantitative and qualitative research. Social competencies: Readiness to participate in scientific discussion, critically assess theoretical arguments and research findings, and collaborate in the analysis of research problems.

Course objective

The aim of the course is to familiarize doctoral students with current scientific achievements concerning dynamic capabilities, development phases of sustainable organizations, and the integration of digital and sustainability transformations. The course also develops the ability to critically analyze scientific literature, formulate research problems and research questions, and select appropriate research methods for studying organizational change under complex and interrelated environmental pressures.

Course-related learning outcomes

Knowledge: A PhD student who graduated from doctoral school knows and understands:

- global scientific achievements including theoretical foundations and selected issues concerning dynamic capabilities, development phases of sustainable organizations, and digital and sustainability transformations, to a degree permitting critical assessment of existing theoretical approaches [P8S_WG/SzD_W01],
- key developmental trends in research on dynamic capabilities, sustainable organization development, twin transition and organizational change [P8S_WG/SzD_W02],
- fundamental dilemmas of contemporary civilization related to digital transformation, sustainable development and interrelated geopolitical and climate pressures [P8S_WK/SzD_W05].

Skills: A PhD student who graduated from doctoral school can:

- use knowledge from different areas of management science to creatively identify and formulate research problems, research questions and hypotheses, and select appropriate research methods and techniques [P8S_UW/SzD_U01],
- critically analyze and assess scientific research results and their contribution to knowledge development in the fields of dynamic capabilities, sustainable development and digital transformation [P8S_UW/SzD_U02],
- communicate on specialist issues related to the course at a level permitting active participation in the international scientific community [P8S_UK/SzD_U04],
- take part in scientific discourse, formulate arguments and critically discuss alternative theoretical and methodological approaches [P8S_UK/SzD_U07].

Social competencies: A PhD student who graduated from doctoral school is ready to:

- critically assess achievements within the represented scientific discipline, particularly in the areas of dynamic capabilities, sustainable development and digital transformation [P8S_KK/SzD_K01],
- critically evaluate their own assumptions, interpretations and proposed contribution to the development of the scientific discipline [P8S_KK/SzD_K02],
- acknowledge the importance of scientific knowledge in solving complex cognitive and practical problems related to organizational transformation [P8S_KK/SzD_K03].

Methods for verifying learning outcomes and assessment criteria

Learning outcomes presented above are verified as follows:

Knowledge:

Method for verification - analysis of an assigned scientific publication and participation in discussions during classes.

Assessment criteria - correctness of identifying the research problem, theoretical foundations, research method and scientific contribution. 30% of the final grade.

Skills:

Method for verification - completion of research tasks during classes and preparation of a final mini research project.

Assessment criteria - coherence of the research problem, theory, research questions and methods, and correctness of research method selection. 50% of the final grade.

Social competencies:

Method for verification - active participation in scientific discussions and teamwork.

Assessment criteria - ability to formulate arguments, critically assess alternative viewpoints and provide constructive feedback. 20% of the final grade.

Programme content

The course content covers dynamic capabilities, development phases of sustainable organizations, and the integration of digital and sustainability transformations. Particular emphasis is placed on sensing, seizing and reconfiguring mechanisms, the identification of organizational development phases and trajectories, the concept of twin transition, and the role of complex geopolitical and climate pressures. The course also includes critical analysis of contemporary scientific literature and the selection of research methods for studying organizational change.

Course topics

1. Dynamic capabilities - theoretical foundations, sensing, seizing and reconfiguring, and the role of dynamic capabilities under complex environmental change.
2. Development phases of sustainable organizations - phase and maturity models, identification of organizational profiles, development trajectories and transitions between phases.
3. Twin transition - integration of digital and sustainability transformations, possible organizational development configurations, and synergies and tensions between digital transformation and sustainability transformation.
4. Research design for organizational change - formulation of research problems and research questions, critical analysis of scientific literature, and selection of research methods for analyzing relationships, configurations and changes over time.

Teaching methods

Problem-oriented lecture supported by multimedia presentation, analysis and critical discussion of scientific publications, moderated board work, short research tasks, and teamwork focused on formulating research problems and research questions and selecting appropriate research methods.

Bibliography

Basic:

1. Teece, D.J. (2007). Explicating Dynamic Capabilities: The Nature and Microfoundations of (Sustainable) Enterprise Performance. *Strategic Management Journal*, 28(13), 1319-1350. <https://doi.org/10.1002/smj.640>.
2. Eisenhardt, K.M., Martin, J.A. (2000). Dynamic Capabilities: What Are They? *Strategic Management Journal*, 21(10-11), 1105-1121. [https://doi.org/10.1002/1097-0266\(200010/11\)21:10/11<1105::AID-SMJ133>3.0.CO;2-E](https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::AID-SMJ133>3.0.CO;2-E).
3. Graczyk-Kucharska, M. (2025). Fazy rozwoju zrównoważonych organizacji. Poznań: Wydawnictwo Politechniki Poznańskiej. DOI: 10.21008/b.978-83-7775-807-6.
4. Breiter, K., Crome, C., Oberländer, A.M. et al. (2024). Dynamic Capabilities for the Twin Transformation Climb: A Capability Maturity Model. *Information Systems Frontiers*, 26, 2205-2226. <https://doi.org/10.1007/s10796-024-10520-y>.
5. Christmann, A.-S., Crome, C., Graf-Drasch, V., Oberländer, A.M. et al. (2024). The Twin Transformation Butterfly: Capabilities for an Integrated Digital and Sustainability Transformation. *Business & Information Systems Engineering*, 66, 489-505. <https://doi.org/10.1007/s12599-023-00847-2>.

Additional:

1. Winter, S.G. (2003). Understanding Dynamic Capabilities. *Strategic Management Journal*, 24(10), 991-995. <https://doi.org/10.1002/smj.318>.
2. Feroz, A.K., Zo, H., Eom, J., Chiravuri, A. (2023). Identifying Organizations' Dynamic Capabilities for Sustainable Digital Transformation: A Mixed Methods Study. *Technology in Society*, 73, 102257. <https://doi.org/10.1016/j.techsoc.2023.102257>.
3. Edmondson, A.C., McManus, S.E. (2007). Methodological Fit in Management Field Research. *Academy of Management Review*, 32(4), 1155-1179.
4. Gioia, D.A., Corley, K.G., Hamilton, A.L. (2013). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods*, 16(1), 15-31.

Breakdown of average student's workload

	Hours	ECTS
Total workload	50	2,00
Classes requiring direct contact with the teacher	8	0,00
Doctoral student's own work (literature studies, preparation for laboratory classes/tutorials, preparation for tests/exam, project preparation)	42	2,00