

# TABLE OF CONTENTS

INTRODUCTION ..... 7

CHAPTER I.

CONCEPTS FOR CREATING A COMPETITIVE ADVANTAGE ..... 11

- 1. Competitive advantage vs. Organizational strategy ..... 11
  - 1.1. Competitive advantage ..... 11
  - 1.2. Competitive advantage vs. Organizational strategy ..... 16
  - 1.3. Core competencies according to G. Hamel  
and C.K. Prahalad ..... 20
- 2. Key capabilities according to G. Stalek, P. Evans, L.E. Shulman ..... 24
  - 2.1. Key capabilities according to G. Stalek, P. Evans,  
L.E. Shulman ..... 24
- 3. Dynamic capabilities according to D.J. Teece, G. Pisano  
and A. Shuena ..... 28
  - 3.1. Distinguishing skills according to C. Hill and G. Jones ..... 30
  - 3.2. Creating superior value for the customer S.F. Slater  
and associates ..... 32
- 4. Organizational learning and knowledge as a source  
of competitive advantage ..... 38
- 5. Distinctive capabilities according to J. Kay ..... 43
- 6. Strategic assets (strategic resources) ..... 55
- 7. Summary ..... 56

CHAPTER II.

KNOWLEDGE IN CREATING COMPETITIVENESS ..... 57

- 1. The essence of knowledge in terms of management science ..... 58
  - 1.1. The concept of knowledge ..... 58
  - 1.2. Characteristics of knowledge ..... 63
  - 1.3. Typology of knowledge ..... 65
  - 1.4. Sources of knowledge ..... 69
- 2. The importance of knowledge and learning in management ..... 70
  - 2.1. Knowledge strategies ..... 70
  - 2.2. Knowledge management strategies ..... 73
  - 2.3. Organizational learning ..... 78

|                                                         |    |
|---------------------------------------------------------|----|
| 3. Knowledge and learning processes of the school ..... | 83 |
| 3.1. Knowledge management at school .....               | 83 |
| 3.2. School as a learning organization .....            | 86 |
| 3.3. Shaping the school's competitiveness .....         | 92 |
| 3.4. Summary .....                                      | 96 |

### CHAPTER III.

|                                                                        |     |
|------------------------------------------------------------------------|-----|
| ABSORPTION CAPACITY .....                                              | 97  |
| 1. The essence of absorption capacity .....                            | 97  |
| 1.1. The concept of absorption capacity .....                          | 97  |
| 1.2. State of research on absorptive capacity .....                    | 104 |
| 1.3. Component processes of absorptive capacity .....                  | 109 |
| 1.4. Identifying new knowledge .....                                   | 113 |
| 1.5. Assimilation of new knowledge .....                               | 116 |
| 1.6. Internalizing new knowledge .....                                 | 120 |
| 1.7. Exploiting new knowledge .....                                    | 123 |
| 2. Absorption capacity factors .....                                   | 126 |
| 2.1. Internal factors of absorption capacity .....                     | 128 |
| 2.2. External factors of absorption capacity .....                     | 131 |
| 2.3. Absorption capacity models .....                                  | 134 |
| 3. Problems of measuring absorption capacity .....                     | 140 |
| 3.1. Measuring the component processes of absorptive<br>capacity ..... | 140 |
| 3.2. Measuring absorption capacity factors .....                       | 143 |
| 3.3. Conclusion .....                                                  | 146 |

### CHAPTER IV.

|                                                                                          |     |
|------------------------------------------------------------------------------------------|-----|
| DETERMINANTS OF ABSORPTIVE CAPACITY FORMATION<br>IN THE LIGHT OF EMPIRICAL STUDIES ..... | 147 |
| 1. Research methodology .....                                                            | 147 |
| 1.1. Objectives of the study .....                                                       | 147 |
| 1.2. Course of study .....                                                               | 149 |
| 1.3. Characteristics of the research sample .....                                        | 160 |
| 1.4. Research model .....                                                                | 166 |
| 1.5. Operationalization of variables .....                                               | 169 |
| 2. Results of empirical studies .....                                                    | 171 |
| 2.1. Absorption capacity factors .....                                                   | 171 |
| 2.2. Quantitative study: component processes of absorptive<br>capacity .....             | 209 |

|                                                      |     |
|------------------------------------------------------|-----|
| 3. Influence of factors on absorption capacity ..... | 232 |
| 4. Summary .....                                     | 243 |
| CHAPTER V.                                           |     |
| IMPROVING ABSORPTIVE CAPACITY IN EDUCATION .....     | 244 |
| 1. Baseline knowledge .....                          | 245 |
| 2. Employee skills .....                             | 247 |
| 3. Educational projects .....                        | 249 |
| 4. Interaction with the environment .....            | 251 |
| 5. Summary of the research conducted .....           | 252 |
| COMPLETION .....                                     | 254 |
| BIBLIOGRAPHY .....                                   | 259 |