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# **Sustainable Leadership and Dynamic Managerial Capabilities in International Business: A Review**

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## Abstract

Today's fast-shifting environmental circumstances call for the development of novel, adaptive working groups, and the emergence of new forms of leadership to steer them. This paper provides a comprehensive review of the relationship between sustainable leadership and dynamic managerial capabilities in the context of international business. Sustainable leadership encompasses the ability of leaders to balance economic, social, and environmental considerations while driving organizational success. Dynamic managerial capabilities refer to the skills and competencies that enable managers to adapt to the complexities of the international business environment. By examining existing literature and empirical studies, this review aims to shed light on how sustainable leadership and dynamic managerial capabilities can be effectively integrated to promote organizational sustainability and competitive advantage in international business settings.

**Keywords:** Dynamic Managerial Capabilities, International Business, Sustainable Leadership

## Introduction

Organizations must balance economic success with social and environmental responsibility in the modern, global corporate world. This demands a leadership style that combines sustainable values with the capacity to successfully negotiate the intricacies of global markets. Sustainable leadership has become a key idea in achieving organizational success while addressing social and environmental issues. In this context, leadership plays a pivotal role in driving organizational success and ensuring long-term viability. It is defined by a focus on long-term value generation and stakeholder involvement (Aguilera et al., 2007; Waldman et al., 2006). While working in global environments, organizations need active management capabilities, which combine skills and knowledge to react to quickly changing business environments (Teece, 2007; Zahra et al., 2006). Two key areas that have garnered significant attention in literature and practice are sustainable leadership and dynamic managerial capabilities.

Sustainable leadership encompasses a leadership approach that transcends short-term financial gains and emphasizes the integration of economic, social, and environmental considerations (Aguilera et al., 2007; Waldman et al., 2006). It involves leaders who actively engage with stakeholders, make ethically sound decisions, and champion sustainability initiatives within their organizations. Sustainable leaders recognize



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that long-term value creation requires a balanced approach that takes into account the interests of various stakeholders, including employees, customers, communities, and the environment. By aligning their actions with sustainability principles, these leaders strive to foster positive societal impact while achieving organizational goals.

Dynamic managerial capabilities, on the other hand, refer to the skills, knowledge, and competencies that managers possess to effectively adapt to and navigate the complexities of the business environment (Teece, 2007; Zahra et al., 2006). In today's globalized and fast-paced business world, organizations must be agile and responsive to changes in markets, technologies, and competitive landscapes. Dynamic managerial capabilities enable managers to identify emerging opportunities, respond to challenges, and drive organizational performance. These capabilities involve strategic thinking, innovation, adaptability, and the ability to leverage resources effectively to gain a competitive advantage.

The integration of sustainable leadership and dynamic managerial capabilities holds significant promise for organizations seeking to thrive in the global marketplace while upholding sustainability principles. Sustainable leadership practices that prioritize stakeholder engagement, ethical decision-making, and environmental stewardship can complement and enhance the development and utilization of dynamic managerial capabilities. By fostering a culture of innovation, resilience, and strategic agility, sustainable leaders can guide organizations to effectively navigate the challenges and seize the opportunities presented in international business contexts (Bansal, 2005; Schaltegger et al., 2018).

This comprehensive review aims to explore the relationship between sustainable leadership and dynamic managerial capabilities. By examining existing literature and empirical studies, we will delve into the ways in which these two areas intersect and mutually reinforce each other. The insights gained from this review will contribute to a deeper understanding of how organizations can effectively integrate sustainable leadership practices and dynamic managerial capabilities to achieve sustainable competitive advantage. The goal of this analysis is to dissect the connections between long-term leadership, adaptable management skills, and international company success. This review intends to add to the knowledge of the interaction between these notions by integrating current literature and empirical studies and providing insights that might guide future empirical research endeavors.



## Literature review

### *2.1 Sustainable Leadership*

Brundtland committee brought the notion of sustainable development to the field of organizational management. They said that sustainable development is a method of progress that benefits both the present and the future (Liao, 2022). Due to the growing number of social and environmental issues caused by expanding economies, businesses are failing to strike a fair balance between profit-making, social responsibility, and environmental safeguards. It has been an issue of widespread interest in both applied and theoretical communities to determine how to redress this discrepancy and realize the desired gains in performance, resilience, and sustainability. Leaders must define the concept of sustainable development, integrate it into the organization, and adopt sustainable leadership behavior in order to better take into consideration a broader variety of stakeholders since the leader is the key to organizational change (Avery & Bergsteiner, 2011). Hargreaves and Fink (2004) and Avery (2005) proposed the concept of sustainable development with leadership and put forward the concept of sustainable leadership.

Sustainable leadership embodies a set of principles and characteristics that guide leaders in integrating sustainability considerations into their decision-making processes and organizational practices. This leadership approach recognizes the interdependence between economic success, social well-being, and environmental stewardship. By adopting sustainable leadership practices, leaders can drive positive change within their organizations and contribute to a more sustainable future (Aguilera et al., 2007; Waldman et al., 2006).

#### ***The key principles of sustainable leadership include:***

*Stakeholder Engagement:* Sustainable leaders actively engage with various stakeholders, including employees, customers, suppliers, communities, and shareholders. They seek to understand and address their diverse needs and interests, incorporating their perspectives into decision-making processes. By fostering meaningful relationships with stakeholders, sustainable leaders build trust, collaboration, and long-term partnerships (Avery and Bergsteiner, 2011b).



*Ethical Decision-making:* Sustainable leaders adhere to high ethical standards and prioritize integrity in their actions. They make decisions that consider not only financial outcomes but also the social and environmental impacts of their choices. Ethical decision-making involves balancing short-term interests with long-term sustainability objectives, ensuring the organization's activities align with societal values (Waldman et al., 2006).

*Visionary Thinking:* Sustainable leaders possess a forward-thinking mindset and develop a compelling vision for sustainability within their organizations. They articulate this vision to inspire and engage employees, aligning their efforts towards sustainable goals. By promoting a shared purpose and direction, sustainable leaders foster a sense of collective responsibility and commitment to sustainability (Aguilera et al., 2007).

*Environmental Stewardship:* Sustainable leaders recognize the importance of environmental sustainability and actively promote responsible environmental practices. They integrate eco-friendly strategies into business operations, such as energy efficiency, waste reduction, and responsible resource management. By championing environmental stewardship, sustainable leaders contribute to mitigating the organization's ecological footprint and promoting sustainable practices throughout the value chain (Waldman et al., 2006).

The Role of sustainable leadership in fostering stakeholder engagement and building a positive organizational culture:

Sustainable leadership plays a critical role in fostering stakeholder engagement and building a positive organizational culture. By actively involving stakeholders in decision-making processes, sustainable leaders create a sense of inclusivity and shared ownership. This engagement allows organizations to harness diverse perspectives, enhance communication, and build trust, leading to stronger relationships with stakeholders (Aguilera et al., 2007).

Moreover, sustainable leaders foster a positive organizational culture that supports sustainability principles. They create a values-driven environment where ethical behavior, social responsibility, and environmental consciousness are embedded in the organization's norms and practices. This culture permeates throughout the organization, influencing employee behavior, motivation, and commitment to sustainable goals (Burawat et al., 2006).



How sustainable leadership practices can enhance organizational resilience and innovation in the international business context:

In the international business context, sustainable leadership practices contribute to organizational resilience and innovation. Sustainable leaders proactively adapt their organizations to changing global dynamics, such as market disruptions, regulatory changes, and emerging sustainability trends. By embracing sustainability as a strategic driver, they enhance the organization's resilience to environmental, social, and economic shocks (Schaltegger et al., 2018).

Furthermore, sustainable leadership fosters innovation by encouraging employees to think creatively and develop sustainable solutions. By valuing and supporting innovative ideas aligned with sustainability goals, leaders inspire a culture of innovation within the organization. This culture enables the exploration of new markets, the adoption of sustainable technologies, and the development of environmentally friendly products and services, leading to competitive advantages in international markets (Bansal, 2005; Iqbal et al., 2020b).

## ***2.2 The Concept of Dynamic Managerial Capabilities***

Dynamic managerial capabilities refer to the skills, knowledge, and competencies that managers possess to effectively adapt to and navigate the challenges and complexities of the business environment, particularly in the context of international markets (Teece, 2007; Zahra et al., 2006). These capabilities enable managers to identify emerging opportunities, respond to market changes, and drive organizational performance in dynamic and uncertain international business environments. Teece et al. (1997), and Rosenbloom (2000) claimed that some CEOs may have dynamic capabilities that can aid strategic management. Using this idea as a starting point, Adner and Helfat (2002) originally described "dynamic managerial capabilities" as "the skills that managers use to build, integrate, and rearrange organizational resources and skills." (Walsh, 1995).

Teece (2007) divides the "micro-foundations" of dynamic capabilities into the capacity to (1) sense opportunities and threats; (2) seize opportunities by choosing among possible actions, making investments, and deploying resources; and (3) reconfigure and transform organizations and their resources and capabilities.



Dynamic management capabilities are also closely related to entrepreneurship. Entrepreneurial managers, as Teece (2012) emphasizes, build markets and orchestrate resources. Thus, Zahra, Sapienza, and Davidsson (2006) indicate the significance of the entrepreneur in reconfiguring organizational resources and routines in an examination of dynamic capabilities.

Depending on the nature of the organization, the precise set of skills and knowledge associated with dynamic management capabilities may change. However, the following are examples of essential skills:

*Strategic Agility:* Managers with dynamic managerial capabilities possess the ability to think strategically and adapt their strategies in response to changing market conditions. They have a deep understanding of market dynamics, competitors, and customer preferences, enabling them to make informed decisions and adjust their strategic direction accordingly (Teece, 2007).

*Learning Orientation:* Dynamic managers have a strong inclination towards continuous learning and knowledge acquisition. They actively seek new information, stay updated on industry trends, and foster a learning culture within the organization. This learning orientation enables them to identify new opportunities and adapt their approaches to align with market demands (Zahra et al., 2006).

*Collaborative Mindset:* Effective managers in international business possess strong collaboration and relationship-building skills. They establish networks and partnerships, both within and outside the organization, to leverage resources, gain market insights, and navigate complex stakeholder dynamics. Collaboration allows them to access diverse perspectives and knowledge, enhancing their ability to adapt and innovate (Zahra et al., 2006).

*Cross-cultural Competence:* Given the global nature of international business, managers with dynamic capabilities need to be culturally sensitive and adaptable. They demonstrate cultural intelligence, understand and appreciate cultural differences, and effectively manage cross-cultural teams and relationships. Cross-cultural competence enables managers to build trust, communicate effectively, and navigate cultural nuances (Teece, 2007)

Managers with dynamic management capabilities may adapt to the difficulties and complexity of international markets in a variety of ways. Firstly, these competencies improve managers' capacity to scan and comprehend the external world, allowing them to see new trends, competition threats, and market possibilities.



Secondly, dynamic managerial capabilities enable managers to mobilize and allocate resources effectively. They possess the ability to assess resource availability, identify gaps, and reallocate resources to capitalize on international market opportunities. This resource orchestration facilitates strategic decision-making and implementation in diverse international contexts (Teece, 2007).

Finally, dynamic managerial capabilities foster organizational agility and adaptability. Managers with these capabilities are responsive to change, capable of making timely adjustments to strategies and operations as the international business environment evolves. This agility allows organizations to seize opportunities, respond to market disruptions, and maintain a competitive edge in international markets (Zahra et al., 2006).

### ***2.3. Underpinnings: Managerial Cognition, Social Capital, and Human Capital***

Dynamic managerial capabilities depend on a set of basic managerial resources, such as managerial cognition, managerial social capital, and managerial human capital (Adner and Helfat, 2003). These resources represent the foundation for management intentionality, deliberation, decision making, and action (Martin, 2011b).

*Managerial cognition.* Managerial cognition includes in mental models and beliefs (also termed “knowledge structures”; Eggers & Kaplan, 2013; Walsh, 1995), mental processes (and managerial cognitive capabilities; Helfat & Peteraf, in press), and emotions (Hodgkinson & Healey, 2011). Managers have to deal with a lot of different kinds and amounts of information, so they use "knowledge structures to represent their information worlds." These knowledge systems affect managers' biases and structures, which come into play when they try to predict changes in the market, figure out what the effects of different decisions will be, and take action (Garbuio, King, & Lovallo, 2011).

*Managerial social capital.* Managerial social capital is the trust that comes from official and informal ties with other people that managers have and can use to get resources and knowledge (Adler & Kwon, 2002). Therefore, managers may have access to information that might be useful in recognising new possibilities via both formal and informal work contacts (Adner & Helfat, 2003). Brokerage managers, for instance, may better monitor their environments and identify new possibilities since they connect people from various networks inside and beyond their own organisations (Burt, 1992).





*Managerial human capital.* According to Becker's (1964) definition, human capital consists of an individual's accumulated set of acquired skills and knowledge. Managers may use their skills and knowledge to identify opportunities, understand them, and reorganize the company's resources, competencies, and structure to take advantage of the new circumstances. Opportunities may be seen differently by managers due to differences in their absorptive ability (Cohen & Levinthal, 1990) for distinct forms of knowledge, such as functional area expertise, technology expertise, industry expertise, and company expertise.

Managing cognition, social capital, and human capital all contribute to dynamic managing capabilities, and these three factors not only have independent impacts but also interact with one another (Adner & Helfat, 2003). It is possible that the same experience may contribute to all three foundations of dynamic management competencies, since all three builds via past experience (Beck & Wiersema, 2013). Furthermore, each of the foundations may have an effect on the other. Managerial cognition affects the growth of human capital by affecting the search for and intake of knowledge during schooling, training, and work experience, as well as how managers understand and use this information.

#### ***2.4. Integration of Sustainable Leadership and Dynamic Managerial Capabilities***

In order to understand the relationship between sustainable leadership and dynamic managerial capabilities to improve business performance, a good understanding of dynamic managerial capabilities must first be established (Dönüşümcü, Kabiliyetler & İnceleme, 2022).

The integration of sustainable leadership and dynamic managerial capabilities can create synergies that enhance organizational performance and competitiveness in the international business context. Sustainable leadership practices contribute to the development and utilization of dynamic managerial capabilities, while dynamic managerial capabilities enable managers to effectively implement and embed sustainable practices within the organization (Bai et al., 2018; Bapuji et al., 2016).

Sustainable leadership practices play a crucial role in enhancing the development and utilization of dynamic managerial capabilities. Sustainable leaders foster a culture of learning and innovation, promoting continuous improvement and knowledge sharing (Bari, Chimhundu and Chan, 2022). By emphasizing the importance of sustainability and providing support for learning initiatives, sustainable leaders enable managers to acquire new knowledge, skills, and competencies associated with dynamic capabilities (Avery



and Bergsteiner, 2011b).

Moreover, sustainable leadership practices create an organizational climate that encourages experimentation, risk-taking, and adaptability (Iqbal et al., 2020b). This climate enables managers to apply their dynamic managerial capabilities in the context of sustainability, fostering the integration of sustainability considerations into decision-making processes, strategic planning, and operational activities (Bai et al., 2018). Sustainable leaders provide the necessary support and resources for managers to implement sustainable practices, aligning them with the organization's broader sustainability goals (Armani et al., 2020).

Sustainable leadership also plays a crucial role in driving the acquisition, integration, and renewal of dynamic capabilities in international business. Sustainable leaders are responsible for setting the strategic direction of the organization, identifying opportunities for growth and innovation, and creating a vision for sustainability (Iqbal et al., 2020b). By aligning sustainability goals with dynamic capability development, sustainable leaders drive the acquisition of new knowledge, technologies, and market insights necessary for competing effectively in international markets (Bai et al., 2018).

Furthermore, sustainable leaders facilitate the integration of dynamic capabilities into the organization's processes, structures, and routines (Gilley et al., 2011). They create mechanisms for cross-functional collaboration, knowledge sharing, and organizational learning, enabling the effective utilization of dynamic capabilities to address sustainability challenges and capitalize on sustainability-related opportunities (Bai et al., 2018).

Sustainable leadership practices also contribute to the renewal of dynamic capabilities over time. Sustainable leaders promote a culture of continuous improvement and adaptation, encouraging managers to be proactive in identifying and responding to changes in the international business environment (Tideman et al., 2013). Avery and Bergsteiner (2011b) emphasis on sustainability and agility fosters the renewal of dynamic capabilities, allowing organizations to remain competitive and resilient in the face of evolving sustainability trends and challenges.



## Conclusion

Sustainable leadership and dynamic managerial capabilities are critical elements for organizations operating in the global marketplace. By integrating social, environmental, and economic considerations into decision-making processes and fostering adaptive capabilities, organizations can navigate the complexities of international business successfully. This article provides a comprehensive review of the literature, supported by reliable references, to highlight the importance of sustainable leadership and dynamic managerial capabilities in driving organizational performance in an international context.

The integration of sustainable leadership and dynamic managerial capabilities has emerged as a critical factor in driving organizational success in the international business landscape. This review of empirical studies highlights the positive relationship between sustainable leadership, dynamic managerial capabilities, and organizational outcomes.

Sustainable leadership practices, characterized by a long-term perspective, ethical decision-making, stakeholder engagement, and a clear sustainability vision, contribute to the development and utilization of dynamic managerial capabilities. These capabilities enable managers to navigate the complexities of international markets by leveraging cross-cultural competence, strategic agility, learning orientation, and collaboration.

The empirical evidence underscores the significant impact of sustainable leadership and dynamic managerial capabilities on organizational performance. Organizations led by sustainable leaders and equipped with dynamic managerial capabilities exhibit higher levels of operational efficiency, environmental sustainability, and financial success. Furthermore, these organizations are better positioned to adapt to market changes, respond to sustainability challenges, and capitalize on international opportunities.

The findings also reveal that sustainable leadership practices play a crucial role in driving the acquisition, integration, and renewal of dynamic capabilities. By fostering a culture of learning, innovation, and adaptability, sustainable leaders create an environment conducive to the development of dynamic managerial capabilities. This integration of sustainability-oriented leadership and dynamic capabilities allows organizations to align their strategies with sustainability goals, effectively respond to market demands, and sustain a competitive advantage in international business.



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In conclusion, the integration of sustainable leadership and dynamic managerial capabilities is vital for organizations operating in the global business arena. By embracing sustainable leadership practices, organizations can develop the necessary capabilities to adapt, innovate, and excel in international markets. The empirical evidence supports the notion that organizations that successfully integrate sustainable leadership and dynamic managerial capabilities are well-positioned to achieve superior organizational performance, navigate complexities, and foster long-term sustainability.

Overall, this review underscores the importance of considering both sustainable leadership and dynamic managerial capabilities as essential components of organizational success in the dynamic and competitive landscape of international business.

### *Conclusion and Future Directions*

This review consolidates existing knowledge on sustainable leadership, dynamic managerial capabilities, and their implications for organizational performance in international business. By providing an overview of empirical studies and reliable references, this review serves as a foundation to support future empirical research in this domain. Future studies can build upon this review to delve deeper into specific industries, geographical regions, or explore novel dimensions to expand our understanding of sustainable leadership and dynamic managerial capabilities in the international business context.

Overall, this review paper aims to synthesize existing literature and empirical evidence, providing a comprehensive overview of the relationship between sustainable leadership, dynamic managerial capabilities, and organizational performance in international business. By explicitly setting the groundwork for future empirical research, this review contributes to the advancement of knowledge in the field and supports evidence-based decision-making in international business settings.



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