Acquiring core capabilities through organizational learning: Illustrations from the U.S. military organizations

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Abstract. This paper focuses on the development of core capabilities through organizational learning. It insists on the variety of learning types which must be articulated in order to provide organizations with effective core capabilities. Principal illustrations are drawn from the U.S. military education and training initiatives in the context of the Network-Centric Warfare (NCW). Discriminating between various learning and training mechanisms according to their (i) type, (ii) level and (iii) context, we develop a conceptual framework to study organizational learning as a dynamic capability which enables the organization to develop core capabilities.

Key words. Organizational learning, Core capabilities, Dynamic capabilities, Military organizations.