

Errata list for the publication of Jutta Mäkipelkola:

“Managerial mechanisms in forming ordinary and dynamic capabilities in SMEs – a longitudinal critical-realist study”

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Spelling mistakes were corrected on page 58 as follows:

- The text “the emerging timetable were shared with rs” was replaced by the text “shared with the managers”
- The text “seminary article” was replaced by the text “seminar article”

On page 12, the reference to Teece (2020) was removed.

In the reference list, the reference by Kama et al. (2016) included mistakes in the article title and was replaced by the following one:

Karna, A., Richter, A., & Riesenkampff, E. (2016). Revisiting the role of the environment in the capabilities–financial performance relationship: A meta-analysis. *Strategic Management Journal*, 37, 1154–1173. <https://doi.org/10.1002/smj2379>

Finally, the following were missing in the original version and are now added to the reference list following the alphabetical order.

Barney, J.B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17(1), 99-120. <https://doi.org/10.1177/014920639101700108>

Schriber, S., & Löwsted, J. (2020). Reconsidering ordinary and dynamic capabilities in strategic change. *European Journal of Management*, 38, 377–387. <https://doi.org/10.1016/j.emj.2019.12.006>

Teece, D. J. (2018). Business models and dynamic capabilities. *Long Range Planning*, 51(1), 40–49. <https://doi.org/10.1016/j.lrp.2017.06.007>