

## The Link Between Knowledge Management, Organizational Learning and Collective Competence

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**Abstract :** The XXIst century is characterized by promoting teamwork as one of the main drivers of firms' performance. Collective competence is becoming crucial in developing and maintaining a firm's competitive advantage, as well as its contributions to organizational innovation. In other words, the improvement of collective competence for a firm is no longer a choice, but rather an obligation. Learning capabilities of a firm in the context of knowledge management are assumed to be the main drivers of collective competence. Although there are some efforts to consider these concepts together; they are mostly discussed separately in the management theory. Thus, this paper aims to offer a holistic approach for development collective competence on the basis of Knowledge Management and Organizational Learning Capabilities. A theoretical model that defines a relationship between knowledge management, organizational learning and collective competence is presented at the end of this paper.

**Keywords :** collective competence, exploitation learning, exploration learning, knowledge management, organizational learning capabilities

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