



Univ.-Prof. Dr. Georg Schreyögg / Dipl.-Kffr. Stephanie Schmidt

Management Seminar WS 08/09

“Innovative Organization”

Required reading:

Hauschildt, J./Salomo, S. (2007): Innovationsmanagement, 4. Aufl., München.

Tidd, J./Bessant, J./Pavitt, K. (2005): Managing Innovation: Integrating technological, market and organizational change, 3rd ed., Chichester.

Sub-themes:

1. Innovation and Organizational Competitiveness

Abernathy, W. J./Clark, K. (1985): Mapping the winds of creative destruction, in: Research Policy Vol. 14: 3-22.

Barney, J. (1991): Firm resources and sustained competitive advantage, in: Journal of Management Vol. 17: 99-120.

Henderson, R./Clark, K.B. (1990): Architectural innovation: the reconfiguration of existing product technologies and the failure of established firms, in: Administrative Science Quarterly Vol. 35: 9-30.

Lengnick-Hall, C.A. (1992): Innovation and competitive advantage: what we know and what we need to learn, in: Journal of Management Vol. 18: 399-429.

2. Competences and Innovation

Danneels, E. (2002): The dynamics of product innovation and firm competencies, in: Strategic Management Journal Vol. 23: 1095-1121.

Dosi, G./Nelson, R.R./Winter, S.G. (2000): Introduction: The nature and dynamics of organizational capabilities, in: Dosi, G./Nelson, R.R./Winter, S.G. (Eds.): The nature and dynamics of organizational capabilities, New York: 1-22.

Dougherty, D. (1995): Managing your core incompetencies for corporate venturing, in: Entrepreneurship Theory and Practice Vol. 19: 113-135.

Leonard-Barton, D. (1992): Core capabilities and core rigidities: A paradox in managing new product development, in: Strategic Management Journal Vol. 13: 111-126.

3. Dynamic Capabilities and Innovation

Danneels, E. (2002): The dynamics of product innovation and firm competencies, in: Strategic Management Journal Vol. 23: 1095-1121.

Teece, D. J./Pisano, G./Shuen, A. (1997): Dynamic capabilities and strategic management, in: Strategic Management Journal Vol. 18: 509-533.

Eisenhardt, K.M./Martin, J.A. (2000): Dynamic capabilities: what are they?, in: Strategic Management Journal, Special Issue Vol. 21: 1105-1121.

Zollo, M./Winter, S.G. (2002): Deliberate learning and the evolution of dynamic capabilities, in: Organization Science Vol. 13: 339-351.

4. Innovation Routines

- Feldman, M. S./Pentland, B. (2003): Reconceptualizing organizational routines as a source of flexibility and change, in: *Administrative Science Quarterly* Vol. 48: 94-118.
- Zollo, M./Winter, S.G. (2002): Deliberate Learning and the Evolution of Dynamic Capabilities, in: *Organization Science* Vol. 13: 339-351.
- Schreyögg, G./Kliesch-Eberl, M. (2007): How dynamic can organizational capabilities be? Towards a dual-process model of capability dynamization, in: *Strategic Management Journal* Vol. 28: 913-933.
- Tidd, J./Bessant, J./Pavitt, K. (2005): *Managing Innovation: Integrating technological, market and organizational change*, 3rd ed., Chichester.

5. Local Search vs. Exploration in Innovation Processes

- Katila, R./Ahuja, G. (2002): Something old, something new: a longitudinal study of search behaviour and new product introduction, in: *Academy of Management Journal* Vol. 45: 1183-1194.
- March, J.G. (1991): Exploration and exploitation in organizational learning, in: *Organization Science* Vol. 2: 71-87.
- Rosenkopf, L./Nerkar, A. (2001): Beyond local search: Boundariespanning, exploration and impact in the optical disc industry, in: *Strategic Management Journal* Vol. 22: 287-306.
- Stuart, T.E./Podolny, J.M. (1996): Local search and the evolution of technological capabilities, in: *Strategic Management Journal*, Summer Special Issue Vol. 17: 21-38.

6. Innovation and Absorptive Capacity

- Brown, J.S./Duguid, P. (1990): Organizational Learning and Communities of Practice: Toward a unified view of Working, Learning and Innovation, in: *Organization Science* Vol. 2: 40-57.
- Cohen, W. M./Levinthal, D. A. (1990): Absorptive capacity: A new perspective on learning and innovation, in: *Administrative Science Quarterly* Vol. 35: 128-152.
- Todorova, G./Durisin, B. (2007): Absorptive capacity: Valuing a reconceptualization, in: *Academy of Management Review* Vol. 32: 774-786.

7. Open Innovation in Organizations

- Chesbrough, H. (2003): The era of open innovation, in: *Sloan Management Review* Summer: 35-41.
- Laursen, K./Salter, A.J. (2006): Open for innovation: The role of openness in explaining innovative performance among uk manufacturing firms, in: *Strategic Management Journal* Vol. 27: 131-150.
- Von Hippel, E. (2005): Democratizing innovation: The evolving phenomenon of user innovation, in: *Journal für Betriebswirtschaft* Vol. 55: 63-78.

8. Innovative Management Systems

- Burns, T./Stalker, G.M. (1995): *The Management of Innovation*, 3., rev. ed., reprint, Oxford et al.
- Lawrence, P.R./Lorsch, J.W. (1967): Differentiation and Integration in Complex Organizations, in: *Administrative Science Quarterly* Vol. 12: 1-47.
- Teece, D. J. (1996): Firm organization, industrial structure, and technological innovation, in: *Journal of Economic Behavior and Organization* Vol. 31: 193-224.
- Kim, L. (1980): Organizational innovation and structure, in: *Journal of Business Research* Vol. 8: 225-245.