

## Corporate Entrepreneurship (SBB Minor 2019-2020)

LECTURER: Taghi Zadeh

### Course material

Literature of the course, consist of academic articles, is accessible through the Leiden University Library, Google Scholar, and respective publishers websites.

#### Literature of session 1—Wed. 13 November 2019—Introduction to CE

**Dess, G. G. and Lumpkin, G. T. (2005)** ‘The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship’, *Academy of Management Executive*. Academy of Management, 19, pp. 147–156.

**Corbett, A. C., Covin, J. G., O’Connor, G. C. and Tucci, C. L. (2013)** ‘Corporate Entrepreneurship: State-of-the-Art Research and a Future Research Agenda’, *Journal of Product Innovation Management*, 30, pp. 812–820. doi: 10.1111/jpim.12031. [Introduction section](#).

Optional: **Kreiser, P. M., Kuratko, D. F., Covin, J. G., Ireland, R. D. and Hornsby, J. S. (2019)** ‘Corporate entrepreneurship strategy: extending our knowledge boundaries through configuration theory’, *Small Business Economics*. *Small Business Economics*. doi: 10.1007/s11187-019-00198-x.

#### Literature of session 2—Mon. 18 November 2019—Resources for CE

**Christensen, C. M. and Bower, J. L. (1996)** ‘Customer power, strategic investment, and the failure of leading firms’, *Strategic Management Journal*. Wiley Online Library, 17, pp. 197–218.

**George, G. (2005)** ‘Slack resources and the performance of privately held firms’, *Academy of Management Journal*. Academy of Management, 48, pp. 661–676.

**Baker, T. and Nelson, R. E. (2005)** ‘Creating something from nothing: Resource construction through entrepreneurial bricolage’, *Administrative science quarterly*. SAGE Publications Sage CA: Los Angeles, CA, 50, pp. 329–366.

#### Literature of session 3—Wed. 20 November 2019—Capabilities for CE

**Gilbert, C. G. (2005)** ‘Unbundling the Structure of Inertia: Resource Versus Routine Rigidity’, *Academy of Management Journal*, 48, pp. 741–763. doi: 10.5465/AMJ.2005.18803920.

**Zahra, S. A., Filatotchev, I. and Wright, M. (2009)** ‘How do threshold firms sustain corporate entrepreneurship? The role of boards and absorptive capacity’, *Journal of Business Venturing*. Elsevier B.V., 24, pp. 248–260. doi: 10.1016/j.jbusvent.2008.09.001.

**Yi, S., Knudsen, T. and Becker, M. C. (2016)** ‘Inertia in Routines: A Hidden Source of Organizational Variation’, *Organization Science*, 27, pp. 782–800. doi: 10.1287/orsc.2016.1059.

Optional: **Distel, A. P. (2019)** ‘Unveiling the Microfoundations of Absorptive Capacity: A Study of Coleman’s Bathtub Model’, *Journal of Management*, 45, pp. 2014–2044. doi: 10.1177/0149206317741963.

#### Literature of session 4—Mon. 25 November 2019—Cognition for CE

**Burgelman, R. A. (2002)** ‘Strategy as vector and the inertia of coevolutionary lock-in’, *Administrative Science Quarterly*, 47, pp. 325–357.

**Anthony, C. and Tripsas, M. (2016)** 'Organizational Identity and Innovation', in Pratt, M. G. et al. (eds) *The Oxford Handbook of Organizational Identity*, pp. 1–26. doi: 10.3386/w19846.

### **Literature of session 5—Wed. 27 November 2019—Motivation for CE**

**Greve, H. R. (1998)** 'Performance, aspirations, and risky organizational change', *Administrative Science Quarterly*. JSTOR, pp. 58–86.

**McMullen, J. S. and Zahra, S. (2006)** 'Regulatory focus and executives' intentions to commit their firms to entrepreneurial action', *Frontiers of Entrepreneurship Research*, 26.

### **Literature of session 6—Mon. 2 December 2019—Opportunity capture strategy and organization**

**Bingham, C. B., Eisenhardt, K. M. and Furr, N. R. (2007)** 'What makes a process a capability? Heuristics, strategy, and effective capture of opportunities', *Strategic Entrepreneurship Journal*. Wiley Online Library, 1, pp. 27–47.

**Eisenhardt, K. M., Furr, N. R. and Bingham, C. B. (2010)** 'Microfoundations of Performance: Balancing Efficiency and Flexibility in Dynamic Environments', *Organization Science*, 21, pp. 1263–1273. doi: 10.1287/orsc.1100.0564.

### **Literature of session 7—Wed. 4 December 2019—Opportunity capture process**

**Burgelman, R. A. (1984)** 'Managing the Internal Corporate Venturing Process', *Sloan Management Review*, 25, p. 33.

**Kannan-Narasimhan, R. P. and Lawrence, B. S. (2018)** 'How innovators reframe resources in the strategy-making process to gain innovation adoption', *Strategic Management Journal*, 39, pp. 720–758. doi: 10.1002/smj.2748.

### **Literature of session 8—Mon. 9 December 2019—Conclusion**

**Kuratko, D. F., Ireland, R. D. and Hornsby, J. S. (2004)** 'Corporate entrepreneurship behavior among managers: a review of theory, research, and practice', *Advances in Entrepreneurship, Firm Emergence and Growth*. Emerald Group Publishing Limited, 7, pp. 7–45.

### **Literature of session 9—Wed. 11 December 2019—Group assignment tutoring**

**Ulrich, D. (2019)** 'How Companies Like Google and Alibaba Respond to Fast-Moving Markets.' Interview by Curt Nickisch, *Harvard Business Review*, 2 Oct. 2019, [hbr.org/ideacast/2019/10/how-companies-like-google-and-alibaba-respond-to-fast-moving-markets](https://hbr.org/ideacast/2019/10/how-companies-like-google-and-alibaba-respond-to-fast-moving-markets). 21 minutes podcast.

### **No literature for session 10—Thu. 12 December 2019—Group assignment presentations**

