Managing innovation (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—Tue. 12 November 2019—Introduction and Creativity 1 (Biases)

Salter, A., Wal, A. L. J., Criscuolo, P. and Alexy, O. (2014) 'Open for Ideation: Individual-Level Openness and Idea Generation in R&D', Journal of Product Innovation Management. Wiley Online Library.

Sanchez-Burks, J., Karlesky, M. J. and Lee, F. (2015) 'Psychological bricolage: Integrating social identities to produce creative solutions', in Shalley, C. E., Hitt, M. A., and Jing, Z. (eds) The Oxford handbook of creativity, innovation, and entrepreneurship. New York: Oxford University Press, pp. 93–102.

Optional: **Mueller, J. S., Melwani, S. and Goncalo, J. A. (2012)** 'The bias against creativity: Why people desire but reject creative ideas', Psychological Science, 23, pp. 13–17. doi: 10.1177/0956797611421018.

Optional: **Liedtka, J. (2015)** 'Perspective: Linking Design Thinking with Innovation Outcomes through Cognitive Bias Reduction', Journal of Product Innovation Management, 32, pp. 925–938. doi: 10.1111/jpim.12163.

Literature of session 2—Fri. 15 November 2019—Creativity 2 (Structured techniques)

Goldenberg, J., Mazursky, D. and Solomon, S. (2006) 'Toward Identifying the Inventive Templates of New Products: A Channeled Ideation Approach', Journal of Marketing Research, 36, p. 200. doi: 10.2307/3152093.

Dyer, J. H., Gregersen, H. B. and Christensen, C. M. (2009) 'The innovator's DNA', Harvard business review, 87 (12), 61-67.

Optional: **Goldenberg, J. and Boyd, D. (2013)** 'Think Inside The Box – Forget brainstorming: People are at their most innovative when they work within the constraints of what they already know', Wall Street Journal. Eastern ed, 15 June.

Optional: **Fiet, J. O. (2007)** 'A prescriptive analysis of search and discovery', Journal of Management Studies, 44, pp. 592–611. doi: 10.1111/j.1467-6486.2006.00671.x.

Literature of session 3—Tue. 19 November 2019—Creativity 3 (Motivation)

Sauermann, H. and Cohen, W. M. (2010) 'What makes them tick? Employee motives and firm innovation', Management Science, 56, pp. 2134–2153. doi: 10.1287/mnsc.1100.1241.

Lerner, J. and Wulf, J. (2007) 'Innovation and Incentives: Evidence from Corporate R&D', Review of Economics and Statistics, 89, pp. 634–644. doi: 10.1162/rest.89.4.634.

Friedman, R. S. and Förster, J. (2001) 'The effects of promotion and prevention cues on creativity.', Journal of personality and social psychology. American Psychological Association, 81, p. 1001.

Optional: **Wallace, J. C., Butts, M. M., Johnson, P. D., Stevens, F. G. and Smith, M. B. (2016)** 'A Multilevel Model of Employee Innovation: Understanding the Effects of Regulatory Focus, Thriving, and Employee Involvement Climate', Journal of Management, 42, pp. 982–1004. doi: 10.1177/0149206313506462.

Literature of session 4—Fri. 22 November 2019—Creativity 4 (Climate)

Amabile, T. M., Conti, R., Coon, H., Lazenby, J. and Herron, M. (1996) 'Assessing the work environment for creativity', Academy of management journal. Academy of Management, 39, pp. 1154–1184.

Chen, G., Farh, J.-L., Campbell-Bush, E. M., Wu, Z. and Wu, X. (2013) 'Teams as innovative systems: Multilevel motivational antecedents of innovation in R&D teams.', Journal of Applied Psychology. American Psychological Association, 98, p. 1018.

Optional: **Shalley, C. E. and Gilson, L. L. (2004)** 'What leaders need to know: A review of social and contextual factors that can foster or hinder creativity', Leadership Quarterly, 15, pp. 33–53. doi: 10.1016/j.leaqua.2003.12.004.

Literature of session 5—Tue. 26 November 2019—The mechanisms of innovation

Garud, R., Gehman, J. and Giuliani, A. P. (2018) 'Serendipity Arrangements for Exapting Science-Based Innovations', Academy of Management Perspectives. Academy of Management, 32, pp. 125–140. doi: 10.5465/amp.2016.0138.

Cohen, S. L. and Tripsas, M. (2018) 'Managing Technological Transitions by Building Bridges', Academy of Management Journal. Academy of Management, 61, pp. 2319–2342. doi: 10.5465/amj.2015.0690.

Optional: **Arnold, F. H. (2019)** 'Innovation by Evolution: Bringing New Chemistry to Life (Nobel Lecture)', Angewandte Chemie International Edition, 57, pp. 4143–4148. doi: 10.1002/anie.201907729.

Literature of session 6—Tue. 3 December 2019—The content and impact of innovation

Henderson, R. M. and Clark, K. B. (1990) 'Architectural Innovation: The Reconfiguration of Existing Product Technologies and the Failure of Established Firms', Administrative Science Quarterly, 35, p. 9. doi: 10.2307/2393549.

Bower, J. L. and Christensen, C. M. (1995) 'Disruptive technologies: catching the wave', Harvard business review, pp. 43–54.

Optional: **Birkinshaw, J. m., Hamel, G. and Mol, M. J. (2008)** 'Management innovation', The Academy of Management Review, 33, pp. 825–845.

Literature of session 7—Mon. 9 December 2019—New Product Development

Zirger, B. J. and Maidique, M. A. (1990) 'A Model of New Product Development: An Empirical Test', Management Science. The Institute of Management Sciences, 36, p. 867.

Brown, T. (2008) 'Design thinking', Harvard business review, 86, p. 84.

Literature of session 8—Tue. 10 December 2019—Open, and user-driven, and crowdsourcing innovation

Huizingh, E. K. R. E. (2011) 'Open innovation: State of the art and future perspectives', Technovation. Elsevier, 31, pp. 2–9. doi: 10.1016/j.technovation.2010.10.002.Open innovation

Boudreau, K. J. and Lakhani, K. R. (2013) 'Using the Crowd as an Innovation Partner.', Harvard Business Review. Harvard Business School Publication Corp., 91, pp. 60–69.

von Hippel, E. A. (2005) Democratizing Innovation. Cambridge, MA: MIT Press. Chapter 1 & 2

Literature of session 9—Fri. 13 December 2019—Innovation portfolio management

Rietzschel, E. F., Nijstad, B. A. and Stroebe, W. (2010) 'The selection of creative ideas after individual idea generation: Choosing between creativity and impact', British Journal of Psychology, 101, pp. 47–68. doi: 10.1348/000712609X414204.

Kock, A., Heising, W. and Gemünden, H. G. (2015) 'How Ideation Portfolio Management Influences Front-End Success', Journal of Product Innovation Management. Wiley Online Library, 32, pp. 539–555. doi: 10.1111/jpim.12217.

MacMillan, I. C. and McGrath, R. G. (2002) 'Crafting R&D Project Portfolios', Research Technology Management, 45, pp. 48–59.

Optional: **Ross, J. M., Fisch, J. H. and Varga, E. (2018)** 'Unlocking the value of real options: How firm-specific learning conditions affect R&D investments under uncertainty', Strategic Entrepreneurship Journal, 12, pp. 335–353. doi: 10.1002/sej.1275.

Optional: **Gunther McGrath, R. and Nerkar, A. (2004)** 'Real options reasoning and a new look at the R&D investment strategies of pharmaceutical firms', Strategic Management Journal, 25, pp. 1–21. doi: 10.1002/smj.358.

Literature of session 10—Mon. 16 December 2019—Conclusion

Blank, S. and Newell, P. (2017) 'What your innovation process should look like', Harvard Business Review.

Optional: **Foroughi, C. and Stern, A. D. (2019)** Who drives digital innovation? Evidence from the U.S. medical device industry. 19–120. Boston, MA. Available at: https://www.hbs.edu/faculty/Publication Files/19-120_a1d7a285-f669-462f-a7bd-6643b73b1a7b.pdf.

Optional: **Felin, T. and Zenger, T. R. (2017)** 'The Theory-Based View: Economic Actors as Theorists', Strategy Science, 2, pp. 258–271. doi: 10.2139/ssrn.3068134.

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