

**MANAGEMENT & TECHNOLOGICAL INNOVATION AT A CROSSROADS:
NEW PROCESSES, PRACTICES, AND STRUCTURES**

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Abstract:

Innovation and its impact on competitive advantage are widely addressed in the strategy literature. However, innovation is considered to be primarily associated with technological innovation. The resulting theories of innovation emerged from studies of technology-based innovations in the manufacturing sector, yet are applied in all contexts. To be successful, however, technological innovation often requires complementary management innovation and an enabling context for strategic renewal. Recently, research on Management Innovation, i.e. changes in management practices, processes, and structures intended to further organizational goals (see Birkinshaw, Hamel and Mol, 2008) has begun to flourish. The emerging dialogue around this topic has included conceptual work (e.g. Birkinshaw et al, 2008; Damanpour & Aravind, 2012), historical overview of different management innovations (e.g. Mol and Birkinshaw, 2007), and other empirical studies (e.g. Damanpour, Walker, & Avellaneda, 2009, Mol & Birkinshaw, 2009; Vaccaro, Jansen, Van Den Bosch & Volberda, 2011). Nevertheless, many aspects related to the conceptual development, antecedents, generation and

adoption processes, complementarities of management innovation and organizational innovation and influences of managerial innovation on organizational conduct remain rather under-researched. To contribute to the emerging dialogue on these topics, the track will address eight related questions.

First, how to improve the **conceptual distinction** between technological, organization, and management innovation including the level of analysis issue and the related question regarding the most important theoretical attributes for each of the constructs? Are organization and management innovation defined as new to the industry or new to the firm? How to conceptually distinguish the degree of newness (e.g. exploitative vs exploratory innovation or incremental vs radical innovation)?

Second, which theoretical perspectives may contribute to increased understanding of the **antecedents of management innovation** at the levels of analysis discerned? How to describe and analyze management innovation as a process? How to develop conceptual frameworks focusing on the dynamics of co-evolutionary interactions at both firm and industry level of management innovation?

Third, how to improve the success rate of managing the complex processes of **generating and adopting management innovation**? How to reconcile the difficulties of committing to the untested and relying on what is yet uncertain while such commitments and trust seem necessary generate management innovations? How can organizations manage the $n=1$ problem (Siggelkow, 2007)?

Fourth, how does management innovation complement technological innovation and how is a firm's absorptive capacity and its exploitation / exploration balance associated to this? **How is management innovation related to technological innovation** over time and under different conditions? How do particular strategic renewal trajectories influence these innovations? How does management innovation influence firm performance?

Fifth, **how does managerial innovation influence organizational conduct**? How does managerial innovation within an organization influence other organizational parts conduct? While the not-invented-here syndrome but also imitation are well known, we ask whether there are other ways of influence within and across organizational boundaries? How does managerial innovation exert influence across ecologies of

organizations and across sectors of economies?

Sixth, what are the roles of **internal and external change agents** in management innovation? In particular, how do they contribute to the management innovation process both jointly and separately?

Seventh, how to change management practices, processes, and structures taking into account **important contingencies** such as organizational size, age, its industries or (non-)for-profit orientation? Do such contingencies alter what we need to know about management innovation? If so, which contingencies matter most and how do organizations need to lead management innovation to success?

Eighth, how to develop proper **measures and scales** to empirically assess organization and management innovation at the various levels of analysis? Empirical, conceptual, and practitioner-oriented papers from a plurality of theoretical perspectives, units of analyses, contexts, and research designs are welcome, with particular encouragement for this integrating multiple theoretical lenses and/or methodological approaches. All submitted papers to our SIG will be reviewed on a double-blind basis by two reviewers. Specific questions relating to this sub-track can be directed to Tatjana Schneidmüller at schneidmuller@rsm.nl.