

# STRATEGIC MANAGEMENT OF INNOVATION

20-22 November 2018 Trondheim

## Faculty

- Professor Keld Laursen, Copenhagen Business School (KL)
- Professor Christoph Grimpe, Copenhagen Business School (CG)

## Course Purpose and Content

The course aims to provide a set of advanced insights into the field of Management of Innovation spanning from foundational themes to the most recent developments of the field. The course is informed by an overall strategic perspective.

The competitiveness of firms, economic growth and societal welfare in general depend on the ability to introduce innovative products, processes and services. Interest in management of innovation has traditionally centered on firm-internal aspects of processes such as, for instance, how collaboration and interaction among specialized professionals take place in the creation of innovation; how to deal with unavoidable uncertainty involved; and the path dependency in skills and resources. In recent years there has been a surge in interest among scholars and practitioners in methods that allow the firm systematically to source its inputs externally. Innovation that originate from sources external to the firm has emerged as an important phenomenon and has been associated with labels such as open innovation, user innovation, crowd sourcing, and open source. These trends have also given rise to novel and so far immature research agendas that promise to enhance our understanding of the processes and sources of innovation in the years to come.

20 November 2018

### *09.00-12.00 Session 1: Industry dynamics and innovation life cycles: Dominant design and entry-exit models and their strategic implications (CG)*

Dosi, G. 1982. Technological Paradigms and Technological Trajectories: A Suggested Interpretation of the Determinants and Directions of Technical Change. *Research Policy*, 11: 147-162.

Anderson, P., & Tushman, M. L. 1990. Technological discontinuities and dominant designs: A cyclical model of technological change. *Administrative Science Quarterly*, 35 (4): 604-633.

Pavitt, K. L. R. 1984. Sectoral patterns of technical change: towards a taxonomy and a theory. *Research Policy*, 13 (6): 343-373.

### *13.00-16.00 Session 2: Organizing innovation I: Internal organization (KL)*

Argyres, N. S., Silverman, B. S. 2004. R&D, organization structure, and the development of corporate technological knowledge, *Strategic Management Journal*, 25(8-9): 929 - 958.

Laursen, K., Foss, N. 2003. New HRM Practices, complementarities, and the impact on innovation performance, *Cambridge Journal of Economics*, 27(2): 243-263.

Foss, N. J., Laursen, K., and Pedersen, T. 2011. Linking Customer Interaction and Innovation: The Mediating Role of New Organizational Practices. *Organization Science*, 22(4): 980–999.

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### *09.00-12.00 Session 3: Search and open innovation (CG)*

Rosenkopf, L., & Nerkar, A. 2001. Beyond local research: boundary-spanning, exploration, and impact in the optical disk industry. *Strategic Management Journal*, 22: 287-306.

Katila, R., and Ahuja, G. 2002. Something Old, Something New: A Longitudinal Study of Search Behavior and New Product Introduction. *Academy of Management Journal*, 45(8): 1183-1194.

Laursen, K., & Salter, A. J. 2006. Open for Innovation: The role of openness in explaining innovative performance among UK manufacturing firms. *Strategic Management Journal*, 27(2): 131-150.

### *13.00-14.00: Session 4: User innovation (KL)*

Hippel, E. V., Ogawa, S., and De Jong, J. P. J. 2011. The age of the consumer-innovator. *MIT Sloan Management Review*, 53(1): 27-35.

Lakhani, K. R., and Jeppesen, L. B. 2007. Getting unusual suspects to solve R&D puzzles. *Harvard Business Review*, 85(5): 30-32.

### *14.00-16.00: Session 5: Workshop (CG + KL)*

To be discussed in groups (it is **of central importance** that these two papers **have been read** before the workshop):

Dahlander, L., O'Mahony, S., Gann, D. 2016. One foot in, one foot out: How does individuals' external search breadth affect innovation outcomes? *Strategic Management Journal*, 37(2): 280-302.

Monteiro F, Birkinshaw J. 2017. The External Knowledge Sourcing Process in Multinational Corporations. *Strategic Management Journal* 38(2): 342-362.

For each of the Dahlander et al. (2016) and Monteiro and Birkinshaw (2017) articles think about the following questions:

- 1) What are is central claim made in the paper?
- 2) Which previous research does the paper build on?
- 3) Which central theoretical perspectives are applied — how relevant are these perspectives in your opinion and why?
- 4) What do you think about the empirical setup of the paper (and how do the two papers differ)?
- 5) What are the general weaknesses of the paper?
- 6) What are the general strengths of the paper?

22 November 2018

***09.00-12.00 Session 6: Organizing innovation II: Networks, collaboration and alliances (KL)***

Teece, D.J. 1986. Profiting from technological innovation: Implications for integration, collaboration, licensing, and public policy. *Research Policy* 15: 285-305.

Mowery, D., Oxley, J., Silverman, B. 1996. Strategic Alliances and Interfirm Knowledge Transfers. *Strategic Management Journal*, 17 (Winter 96 special issue): 77-91.

Ahuja, G. 2000. Collaboration networks, structural holes and innovation: a longitudinal study, *Administrative Science Quarterly*, 45 (3): 425-455.

***13.00-16.00 Session 7: Appropriability, markets for technology and innovation strategy (CG + KL)***

Teece, D. 1986. Profiting from technological innovation: implications for integration, collaboration, licensing, and public policy. *Research Policy*, 15 (6): 285-305.

Levin, R., Klevorick, A., Nelson, R. R., et al. 1987. Appropriating the Returns from Industrial Research and Development. *Brookings Papers on Economic Activity*,(3): 783-820.

Gans, G., & Stern, S. 2003. The Product Market and the Market for 'Ideas': Commercialization Strategies for Technology Entrepreneurs. *Research Policy*, 32 (2): 333-350.

*Optional reading:*

Arora, A., Fosfuri, A., Gambardella, A. (2001). Markets for Technology and their Implications for Corporate Strategy. *Industrial and Corporate Change*, 10 (2): 419-451.