

MGMT 932

Perspectives on Organizational and Managerial Innovation: Theoretical Foundations and Research Results

Professor John R. Kimberly
2109 SH/DH

Th 1:30-4:30
2039 SH/DH (The Bowman Room)

Innovation is currently a hot topic. The popular stereotype holds that firms that are not innovating, or that are not at least saying that they are innovating, are backward at best and at risk of extinction at worst. Behind the hype is more than half a century of theory and research on organizational and managerial innovation, and the seminar will focus on this domain. A useful overview of the domain is available in Fariborz Damanpour "Organizational Innovation" in Oxford Research Encyclopedia on Business and Management Oxford University Press 2018.

We will examine a number of theoretical and empirical approaches to understanding the phenomenon that have emerged during this period and identify key questions explored, principal contributions to the literature, and remaining questions and areas for future research. At the same time, we will embark on a journey in the sociology of knowledge, to encourage you to understand how the evolution of these approaches is linked to changes in the larger world.

The seminar is also designed to allow you pursue an angle on the subject matter that is of particular interest to you, and the deliverables are intended to allow you to investigate a topic that you wish to explore in some depth. Both will be discussed at the beginning of the course and will be fleshed out in subsequent discussions together.

The seminar is organized as follows:

October 18 - Session 1

The first session will lay out the structure of the seminar and its objectives, and will focus on one scholar's approach - both theoretical and empirical - to organizational and managerial innovation.

Reading:

Kimberly 1981 "Managerial Innovation" in Paul C. Nystrom and William H. Starbuck (eds.) Handbook of Organizational Design. Vol. I Oxford University Press 84-104.

Kimberly and Evanisko 1981 "Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations" Academy of Management Journal 24(4) 689-713.

Kimberly 1986 "The organizational context of technological innovation" in Donald D. Davis (ed.) Managing Technological Innovation San Francisco, Jossey-Bass 23-43

Kimberly 1993 "DRGs in Western Europe: Lessons and Comparisons in managerial innovation." pp. 340-362 in John R. Kimberly and Gerard de Pouvourville, The Migration of Managerial Innovation San Francisco, Jossey-Bass

Kimberly and Rye 2009 "The morphology of innovation" in Rabi S. Bhagat and Richard M. Steers (eds.) Handbook of Culture, Organization and Work Cambridge University Press 197-218.

October 25

The second session will introduce a select set of other approaches and a number of topics that scholars working at the organization/innovation interface have examined.

Other approaches:

Reading:

Burns, T. and Stalker, G. The Management of Innovation London, Tavistock 1961

Sine, W.D., Mitsuhashi, H. and Kirsch, D.A. 2006 "Revisiting Burns and Stalker: Formal structure and new venture performance in emerging economic sectors." Academy of Management Journal 49(1) 121-132

Rogers, E. M. Diffusion of Innovation, 1995 5th Edition, Free Press

Sahin, I. 2006 "Detailed Review of Rogers' Diffusion of Innovation Theory and Educational Technology-Related Studies Based on Rogers' Theory" TOJET 5(2) 14-23.

Topics:

Organizational culture and innovation – organizational structure and innovation – organizational leadership and innovation – organizational networks and innovation – implementing innovation - organizational ecosystems and innovation

Each of the next three sessions will focus on a particular aspect of the organization/innovation interface. For each session, one or more students will be responsible for identifying key theoretical and empirical contributions and for presenting a state of the art overview

November 1

The session will focus on research and theory on the organization as producer of innovation. What are the key issues at this interface? Who are the principal contributors to work in this area and what are the two or three "core" papers? What are the primary conundrums and/or key unanswered questions?

November 8

This session will focus on research and theory regarding the organization as a consumer or "adopter" of innovation(s) developed elsewhere. What are the key issues at this interface? Who are the principal

contributors to work in this area and what are the two or three “core” papers? What are the primary conundrums and/or key unanswered questions?

November 15

This session will focus on research and theory regarding the organization as a producer of innovation for its own use. What are the key issues at this interface? Who are the principal contributors to work in this area, and what are the two or three “core” papers? What are the primary conundrums and/or key unanswered questions?

November 29

This session will focus on new directions in theory and research on organizational and managerial innovation. Two invited guests will discuss their work, the directions it is taking, how it builds on previous work and the kinds of challenges, both theoretical and empirical, they are encountering.

December 6

In the final session each student will present the research problem identified and the research design proposed to address it.