

## “Management Innovation: New borders for a new concept”

**GROUPE SUP DE CO MONTPELLIER BUSINESS SCHOOL** EARLY ANNOUNCEMENT  
« BRIDGING THE INNOVATION SIG AND STRATEGIC MANAGEMENT SIG »

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### BACKGROUND

Nowadays innovation is considered the best way to ensure perpetuity and growth among firms. In a context of increasing globalization and continuous technological progress innovation is identified as the key to performance in the developed world as well as in developing countries. Scholars of innovation typically focus on its technical dimension only. Being innovative is reduced to the introduction of new products on the market or to the introduction of new processes in production. The restrictive conception is dominant today and focuses the attention of directors, policy makers and academic researchers.

The focus on the technological dimension of innovation has been contested since the start of the 1980s. Innovation is not only technological but can also be organizational it is argued (Damanpour & Evan, 1984; Damanpour et al., 1989). More recently authors like Birkinshaw, Hamel and Mol have begun to question whether it is possible for firms to create a long-term competitive advantage based on product or process innovations (Birkinshaw & Mol, 2006; Hamel, 2006; Birkinshaw et al., 2008; Mol & Birkinshaw, 2009). In a world of accelerated exchange of ideas, technologies and capital, Hamel (2006) says, only “management innovation” can result in long-term competitive advantages.

Management innovation is defined as “the invention and implementation of a management practice, process, structure, or technique that is new to the state of the art and is intended to further organizational goals” (Birkinshaw et al., 2008, p. 825).

### IMPORTANT DATES

**FEBRUARY 20, 2015**

Deadline for submission of a 5-page extended abstract (including tables, references, notes, graphs and so on) using single spacing, 1 inch margins, and 11 point font.

**APRIL 3, 2015**

Notification to authors

**MAY 22, 2015**

Deadline for the submission of full papers

**JULY 9-10, 2015**

Workshop at Groupe Sup de Co Montpellier Business School, Montpellier, France



## SETTING

Management innovation is studied a lot less than technological innovation. For instance, the survey of Birkinshaw and Mol (2006) finds more than 1200 scientific articles dealing with technological innovation versus slightly more than 100 dealing with management innovation. This disbalance starts to be corrected but research on technological innovation continues to carry more weight. It is therefore a matter of the utmost importance to carry out and develop research on managerial innovation (Damanpour & Aravind, 2012; Volberda et al., 2013).

Management innovation can be approached in different ways. Current research interest focuses on the mechanisms that give rise to management innovation within a firm as well as on the external conditions that support it. In fact, the question which institutional conditions are most likely to yield management innovations remains an open issue. Likewise it is important to study the role of internal and external actors in bringing about management innovation. Thus, the exploration of the specific role of managers in the conception, development and implementation of management innovation is an appropriate avenue for research. Other studies could look into the way in which particular management innovations spread and take root within a firm at the effects they produce. The movers and drivers of management innovation as well as the obstacles to be overcome need to be identified better. The need for case studies and empirical work on these diverse themes is recognized by scholars across the board.



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**THE GOAL** of this thematic conference is to encourage scholars of every area of management to study the particular type of innovation that is management innovation. Specifically, it is meant as an opportunity to reflect on the idea put forward by Hamel that this innovation should be considered as the main innovation for an organization and to determine the impact that a management innovation can have for the various divisions of the firm bringing to bear the perspectives of multiple management disciplines (Strategy, Organizational Behavior, Finance, Accounting, Logistics, Information Systems, Human Resources, Entrepreneurship). Besides, obtaining a better understanding of the factors that contribute to the development and implementation of management innovation is just as important.





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### SOME TOPICS

#### THEORY OF MANAGEMENT INNOVATION

- What are the epistemological and theoretical foundations of management innovation?
- What are the differences between management innovation and other forms of innovation?
- How should one define the innovative character of a management practice?
- Does management innovation have the same meaning and sense in different sectors of activity?

#### DRIVERS OF MANAGEMENT INNOVATION

- What are the main drivers of management innovation?
- What is the role of different types of managers, ranging from terrain manager to top manager, in the process of development and implementation of management innovations?
- Is collaboration with actors outside the firm a driver for management innovation?
- What is the role of consultants in the spread of management innovations?
- What is the role of governments and academia in the spread of management innovations?

#### THE PROCESS OF MANAGEMENT INNOVATION

- Does management innovation emerge spontaneously or is it the result of a deliberate process?
- Is management innovation fundamentally a participatory phenomenon or is it possible to carry out management innovations by means of a top-down process?
- What are the links between management innovation and other forms of innovation?
- Are there dynamics of resistance against management innovation?
- To what extent is human resource management key to the development and implementation of management innovation?

#### THE IMPACT OF MANAGEMENT INNOVATION

- What is the impact of management innovation on the economic and financial performance of firms? Is it better than performance obtained through other types of innovation?
- Does a management innovation have less impact the wider it spreads? Is there a first mover advantage in management innovation?
- Is management innovation really a source of long-term competitive advantage?

### REFERENCES

*Birkinshaw J., Mol M. "How management innovation happens", MIT Sloan Management Review, vol. 47, 2006, p. 81-88. - Birkinshaw J., Hamel G., Mol M. "Management innovation", Academy of Management Review, vol. 33, 2008, p. 825-845. - Damanpour F. & Aravind D., "Managerial innovation: conceptions, processes, and antecedents", Management and Organization Review, vol. 8, 2012, p. 423-454. - Damanpour F., Evan W. "Organizational innovation and performance: the Problem of "organizational lag", Administrative Science Quarterly, vol. 29, 1984, p. 392-409. - Damanpour F., Szabat K.A., Evan W.M., "The relationship between types of innovation and organizational performance", Journal of Management Studies, vol. 26, n°6, 1989, p. 587-601. - Hamel G. "The why, what and how of management innovation", Harvard Business Review, 2006, p. 74-84. - Hamel, G., Breen B. (2007), The Future of Management, New York: Harvard Business School Press. - Mol M., Birkinshaw J. "The sources of management innovation: When firms introduce new management practices", Journal of Business Research, vol. 62, 2009, p. 1269-1280. - Volberda H.W., Van Den Bosch F.A.J., Heij C.V. "Management Innovation: Management as Fertile Ground for Innovation", European Management Review, Vol. 10, 2013, p. 1-15.*