



## SIG 06: Innovation

The Strategic Interest Group (SIG) Innovation at the European Academy of Management (EURAM) aims to:

- facilitate the continued evolution of an open, inclusive, international and cross-cultural EURAM community of engaged scholars,
- support scholars in designing, producing and disseminating higher quality and impactful research at each stage of their career,
- influence the development of management education,
- provide platforms and facilitate networks for the dialogue between scholars, reflective practitioners, and policy makers.

The Goal of SIG Innovation is to create an open “learning climate” for all members (juniors and seniors) to reach the goals of EURAM in the field of innovation. The annual EURAM conference is the annual highlight to realize this goal. In the EURAM 2014 conference, SIG Innovation was responsible for about 200 papers, organized in 50 sessions in 8 tracks.

For the EURAM 2015 conference in Warsaw, we are aiming at having at least a similar number of paper presentations, although quality is more important than quantity. Based on proposals from within and outside the EURAM community, 9 Standing tracks, and 3 topic proposals have been accepted (see below). Whether or not the 3 topic will be finally accepted as a track for the EURAM 2015 conference depends on the number of paper submissions. We would also like to encourage the authors to submit papers to EURAM for three reasons:

1. You will receive valuable feedback on your paper from at least two, if not three reviewers,
2. EURAM provides a constructive and open learning platform where you can present your paper, and
3. You will extend your network with people interested in similar topics as you are.

Another goal for the next few years is that SIG Innovation becomes a solid organization, which reflects the diversity of topics, and people interested innovation. Therefore, the intention is that topics/tracks within SIG INNOVATION last at least several years to enable building a community. In addition, leaders of the topics/tracks (e.g. track coordinators) are invited to play a role in the management of SIG Innovation.

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# SIG General Track

## 06-00 Innovation – General Track

While much knowledge about innovation management has accumulated over the years and some puzzles have been solved, new issues emerge and urge us to continue on the journey. In particular, research is required on the future of innovation for a world of 7, 8 or 9 billion people with rising expectations...towards a better future. We all people – the humanity – are looking for change, changing the offering (product/service), the ways in which it is created and delivered (process innovation), the context and the ways in which it is introduced to that context (position innovation) and the overall mental models for thinking about what we are doing (business model or ‘paradigm’ innovation).



Of particular interest are papers on understanding products, services, processes, marketing approaches, and business models on social & service, international & cross-cultural, continuous & discontinuous, sustainable & open innovations. For instance, how and when to engage with lead users and draw on their willingness to engagement with the creation and improvement of products and services? If previously unconnected communities come together to innovate around specific needs, desires or problems, what are implications for organisations as we know them? What can we learn from the past, organizational performance and human excellence to take with us for the sustainable, social-driven future? What aspects of a wider global system do we need to understand and take into consideration if we are to be successful nationally, and internationally?

All these are questions to which we would be delighted to hear your thoughts. However, the proposed track also offers an umbrella for other innovation-related research that does not find a home in the more specific tracks/topics. Topics may include:

- Social innovation.
- Responsible innovation.
- Discontinuous innovation.
- Sustainability in innovation.
- Social entrepreneurship.
- Innovation and cross-cultural diffusion.
- Ecosystem, smart and green technology.
- Innovation and process drivers.
- Strategic decision making for innovation.
- Management of balanced innovation portfolios.
- Design and design thinking in innovation.
- Emerging markets, base of the pyramid and innovation.
- Innovation training.
- The role of diversity in innovation.
- Innovation for competitiveness.
- Organizational performance and innovation.

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Keywords	Innovation management Social innovation	Innovation process Fuzzy front end	Discontinuous innovation
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## SIG Standing Tracks

### ST\_06-01 Rethinking the Design Paradigm in Management: Theories, Activities and Organisations

In the field of Management, there has been a growing and sustained interest for “design” issues. Areas of research like new product development, Innovation, or R&D management are very active and are dependent on approaches of “Design” be it as a resource or as a concept. “Design Management” also focuses on Design and needs to think of it as a process that can be governed in some way. More recently, new currents of research have advocated “design” as a specific type of activity, or as a mode of “thinking” or as a paradigm that should help to rethink even some aspects of research in Strategy. Concurrently “Design” as a specific profession has its own research communities where theoretical and critical work is done on these specific activities. In the field of engineering design research, formal design theories have been developed with a high level of generality and universality and these approaches begin to diffuse in management journals.



In spite of active research in all these areas, there is a need for better clarification and more connections in the field. Too much fragmentation exists in this domain and is reflected in the variety of journals that can host research in this topic. Even a syllabus of major works that should be known by management researchers in this area is still not well established. Many papers use definitions of “design” without a rigorous identifications of such definitions. Authors like Alexander, Simon, Cross, Pahl and Beitz, Krippendorff, Yoshikawa are almost never cited simultaneously in spite of the fact that they all attempted to offer a specific approach of Design.

The aim of this Euram topic is to build a new platform of research that would transform this fragmentation into an organized and fruitful diversity. This general goal can be reached through several lines of research:

- To account for the complex history of “design” both in general and in the management literature.
- To account for “design” as a productive (or creative) profession which has been built historically through different traditions (Architecture, Engineering, Arts and Crafts, Urban...) and to discuss the state of the art of Management and organisation research for each type of activities, or for their different forms of collaboration.
- To account for “design” as a model of thought, of experience or engagement that is independent of any standard profession and can be discussed on universal grounds.
- To account for research methodology issues that are specific to the study of Design professions or Design activities. Clearly, Design research has focused on experimental research (using observatory test rooms) much more often than in other fields of management research.
- To account for “creative” processes. These processes are often mentioned in institutional or social approaches in management research but further research on these topics today require more firm grounds creativity theory and research, which are deeply linked to design theory.

This topic can lead to several and various work directions. Since its beginnings, EURAM has regularly hosted tracks on design. The researchers working on such issues today need a common

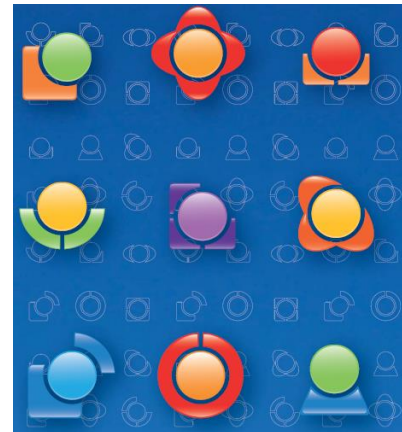
platform where their works could be better situated and connected to others. Concept clarification, an improved historical vision, and better awareness of the variety and richness of approaches in the field will support the development of a strong community in EURAM and more generally in Management. This will strengthen the capacity of management research to offer rigorous and contingent views about design. It will also favour the formation of a research currents connected to central grounds and issues in Management. Design issues are undoubtedly important for Management; relevant and breakthrough results in the field depend on a better-organized community. EURAM is a great platform for such an endeavour.

This topic was organized for the first time at EURAM 2014. It attracted 20 interesting papers - after selection, 12 of them were presented at the conference. During the four sessions, participants gave and received excellent feedback on the papers presented. The topic was much appreciated for the scientific discussions and it was decided to propose it again for EURAM 2015, with the objective to expand it to newcomers.

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Keywords	Design management Creativity	Design theory Design thinking	Design organization

## ST\_06-02 Business Model Innovation (BMI)

Business models represent a multi-dimensional phenomenon, which spans across various units, functions and processes of organisations (DaSilva & Trkman, 2013; Baden-Fuller, 2010). Concurrent research reflects this multi-dimensional nature and investigates business models from different viewpoints in separate streams, which so far fail to converge into a common understanding of the topic (George, & Bock, 2011). While strategy scholars operationalize business models as system-level unit of analysis to understand how firms create and deliver value to gain competitive advantage (Teece, 2010), studies in the innovation management field focus more on the role of business models for bringing new products and technologies to markets (Spieth, Schneckenberg & Ricart, 2014; Zott, Amit & Massa, 2011). At the same time, managers struggle to efficiently develop and implement new business models in corporate practice (Chesbrough, 2012). In short, the topic of business models is both important for research and practice, and it offers a range of avenues for further research, which conceptualises and integrates its key components into a common framework.



Business model innovation attracts a continued interest in both business research and practice (Gunther-McGrath, 2011), and it offers a wide range of avenues for further investigations on its various dimensions. Following the acknowledgement of their importance for successful innovations, business models themselves became subject to innovation. Companies started to realize that in response to changes in their environment, even a successful business model is never a permanent given (Chesbrough, 2007; Lindgardt et al., 2009). Rather, firms are required to reconsider their established models (Chesbrough, 2010) – either in response or pro-active anticipation of changes in their environment. Business model innovation thereby goes far beyond isolated product, service or technology innovation (Lindgardt et al., 2009). It captures the innovation of at least one of its constituting elements including its value proposition, its value

chain, or revenue model (Schneider & Spieth, 2013) and thereby provides a firm with potentials like the activation of overlooked value sources within the company or the creation of novel systems that are difficult to imitate (Amit & Zott, 2010).

Consequently, we call for full papers that provide new theoretical perspectives on and/or empirical insights into business model innovation and its underlying processes, thus enhancing the study and understanding of the subject. Questions/topics of interest include but are not limited to the following:

- Corporate culture, structure, and business model innovation.
- Organizational capabilities and processes for (disruptive) business model innovation.
- Competition and interaction among different business models / portfolio of business models.
- Managerial cognition, dominant logic, and business model innovation.
- Business model innovativeness (e.g., incremental, new-to-the firm, and new-to-the-world business models).
- Business models for disruptive technologies.
- Business models for emerging markets.
- Organizing for business model innovation.
- Integrating stakeholders into business model innovation.
- Business model design.

For this topic, we plan to offer two different sessions formats: 1) Competitive paper sessions and 2) paper development sessions. Additionally, a plenary session with invited speakers needs to be negotiated.

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Keywords	Business innovation Business renewal	model model model process
		Business models Business model design

### ST\_06-03 Standardisation and Innovation

By now, many academics, policy makers, and practitioners have accepted that standardisation is not the adversary of innovation as which it has been portrayed until not so long ago. These days, some scholars consider standards as both a constraint for and an enabler of innovation, others see them as a common basis upon which innovation can flourish. The European Commission now recognises standardisation as an essential instrument to enhance innovation and competitiveness in Europe. However, the precise nature of the inter-relation between both remains largely unclear.



This Track aims to improve this situation. To this end, it will bring together scholars, researchers, and practitioners that have a stake in research into standardisation and innovation. This will be a highly multi-disciplinary group of people, with backgrounds including, but by no means limited to, Business Studies, Computer Science, Economics, Engineering, Information Systems,

Management Studies, History, Law, Ethics, and Sociology. This inevitable multi-disciplinarily implies that platforms (and publication outlets) for this types of research are rare. Thus, the track will provide an almost unique opportunity for experts from these very different communities to meet, interact, exchange views and ideas, and, ultimately, come to a better understanding of the mutual dependencies between standardisation and innovation.

While such a better understanding is clearly desirable for the academic community, it has also potentially significant practical ramifications. Not least due to the associated IPR issues, standardisation has become a multi-billion Dollar business. Accordingly, a better understanding of how to use standards as an enabler of innovation, and how to prevent them from becoming a constraining factor, is of considerable interest to both for technology companies and policy makers.

The Track will look at both the role of standardisation (the process) and of standards (the resulting product) for innovation. That is, it will try to find answers to the questions:

- How can standards be deployed as an enabler of innovation.
- How can standardisation be used as a platform for (open) innovation.

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Keywords	Standardisation Dominant designs	Innovation Standards	

### ST\_06-04 Open Innovation

"During the previous years, the interest in open innovation from academia and practice has been growing continuously. Within the open innovation framework, companies transfer knowledge they cannot leverage internally to the outside and use the knowledge produced by external organizations to advance their technologies and generate innovations internally. The fundamental principle of open innovation is simple in theory. In addition, there is compelling evidence that a respectable number of companies have been practicing open innovation successfully. For many other companies, however, the journey toward open innovation is difficult because of many challenges and barriers. Activities such as internal and external knowledge exploitation and exploration call for different organizational capabilities that companies should build in order to be successful in their open innovation endeavours.



Open innovation should not be an end in itself; it is only a means to increase the company's innovativeness and performance. However, the relationship between open innovation and financial performance is unclear. "It is difficult to find hard evidence that the benefits of open innovation outweigh its costs" (Lindegaard, 2010, p. 7). In order to capture the returns of open innovation, new measurement scales are required. Furthermore, research that is more empirical is needed to identify the costs of open innovation (Huizingh, 2010). In this regard, many questions are worth asking: how can we measure the success of open innovation? What are the metrics that can be used? What are the cost dimensions of pursuing open innovation? How can firms be sure that, by revealing their knowledge, they will not risk losing their competitive advantage? What

are the human resource management principles that increase the likelihood that the open innovation endeavours of companies succeed?

So far, open innovation, has been studied extensively in the context of big manufacturing firms, but academia paid little attention to open innovation in Small and Medium Enterprises (SMEs) (van der Vrande et al., 2009). Especially for SMEs, open innovation is a hard issue. SMEs lack resources and may find it difficult to make technological acquisitions from the outside.

Furthermore, the potential of open innovation has been neglected in the service sector, though services currently generate more than 70% of GDP in most of all developed countries. In attempt to fill this gap, Chesbrough (2011), in his book on open services innovation, shows the potential of openness in generating new and highly competitive services. This field of research is particularly important because of the relevance of the service sector in generating value and the potential of openness to accelerate the pace of service innovation. Since services are very human resource-intensive, the human resource management topic is even more important in open service innovation. In particular, researchers should investigate how organizations can make people at the front office become an effective source for innovations. The front office employees are in a continuous dialog with their customers, and therefore they should be trained and managed appropriately, to capture the customers' requirements that lead to the development of innovative services. In addition, the employees in the back office may require training with respect to open innovation, as they do not interact with end customers, but with other partners, which can also be valuable sources for innovations.

Open innovation poses many challenges on intellectual properties (IPs). In particular, in the context of open source innovation and open design, research on IP is still in its infancy. For instance, it is not clear under which IP conditions should firms open their designs to the external world? By opening their designs, firms can attract physically distributed developers, who can advance the firm's products and technologies. However, this can encourage free riders, in particular competitors, to imitate the innovation, or to combine it with other technologies and then distribute it, as it were a proprietary innovation. There are many other thinkable situations that illustrate IP concerns and difficulties due to open innovation.

The topics of interest include but are not limited to the following:

- The application of open innovation principles in SMEs,
- Open source innovation in software and physical products
- Open innovation in the service sector
- Scales & instruments for the measurement of open innovation benefits
- Open innovation and Solutions to IP issues
- Tools and methods for open innovation
- User-driven innovation and crowd sourcing
- The limits of open innovation
- Metrics and key measures for the analysis of open innovation endeavours
- Open innovation readiness and methods for Costs-Benefit analysis
- Beyond open innovation: What is the next paradigm in innovation?
- Open innovation in higher education institutions"

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Keywords

Open innovation

User innovation

Collaborative  
innovation

Open source

Open innovation and  
IP issues

## ST\_06-05 Organizing Creativity for Innovation: Multidisciplinary perspectives, theories, and practices

This track intends to address research on organisational creativity and innovation. Our objective is to discuss what aspects (i.e. factors, mechanisms, processes, tools etc.) in organisations may hamper and promote creative and innovative efforts and how they can be managed, as well as the dualities and tension generated by creativity when it enters organisations. We intend to combine knowledge from different disciplines and include new frameworks challenging the status quo of research. We will bring together scholars from different disciplines that study socio-organisational work environments (e.g. within management, organisation, organisational behaviour, HRM, entrepreneurship), socio-technical systems or physical work environments (e.g. within architecture, interior design, ergonomics). The track also encourages sessions that focus on the role of HR strategies and practices in facilitating innovation and creativity.



We welcome both conceptual/theoretical and empirical contributions with a variety of research strategies including surveys, experiments, case studies, ethnographic studies, discourse studies, and reviews. We are interested in “Organising” which includes leadership and human resource management practices (such as recruitment and selection of creative individuals, training and development employees for more creativity, organisational environment design for creativity, physical environment design for creativity, leadership style for creativity, job design for creativity, climate and culture for creativity, etc.). We focus on creativity of the employees in general as well as of employees with a specific creative task (such as designers, consultants, managers, marketers). We also focus on innovation, by including process and product/service innovation but also other types of innovation (e.g. management innovation, employee-driven innovation, social innovation, ecological innovation for sustainability). We also hope to explore how, on various levels of analysis, organising creativity for innovation can affect firm performance.

Topics include:

- Organisational design for creativity and innovation.
- Organisational culture and climate for creativity and innovation.
- Work environment design for creativity and innovation.
- HRM for creativity and innovation.
- Leadership for creativity and innovation.
- Strategies for creativity and innovation.
- Knowledge sharing for creativity and innovation.
- Creativity and innovation through collaboration between and within organisations.
- Creativity and innovation in entrepreneurial organisations and SMEs.



- Managing creativity in specific professions and business environments.
- Critical perspectives on organisational design and the organising of creativity and innovation.
- Creative tools and methods for business model innovation.

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Keywords	Employee creativity Team creativity	Innovation Work environment	Managerial practices Organisational practices

## ST\_06-06 Service Innovation and Servitization

Service Innovation as a research field has matured considerably during the past 10 years. Despite a significant body of literature with focus on service related peculiarities of innovation, service matters are still a minor issue in the innovation research community compared to product related topics. Service innovation has developed into a multidimensional concept. First, building upon the service-dominant-logic and its further development, the perspective on service innovation has developed strongly into a direction where services are being offered not only by a single party but also by a service providing system. Second, research on hybrid value creation shows that offerings are not only single services but also are often embedded in product-service systems. Third, there exist multidimensional concepts of crucial performance parameters, capabilities, and competences that have to be considered for successful service innovation and new service development processes in uncertain environments.



We encourage papers that extend the existing literature on the specific features, processes, and issues in service innovation and new service development. Research and analysis of a broad field of industries, in both private and public domains are welcome. Even though papers that look through a macroeconomic lens are welcome, the focus is clearly on the meso- and microeconomic perspective of innovation practices in organizations and networks. Both, conceptual and empirical approaches are welcome. In particular, we call for papers that address the following key issues:

- Dynamics of innovation for services: drivers and obstacles for service innovation; dynamic capabilities and/or organizational competences for service innovation; systematization of service innovation processes.
- Tools and methods for managing innovation in service.
- The role of ICT for service innovation - practices, possibilities, and challenges.
- Service innovation in service systems: intrafirm and interfirm networks; roles of different actors (customers, employees, management, partners, suppliers,...) and networks participants in innovation in services.
- Service infusion and servitization: interplay between new service development and new product development; organizational culture and organizational re-design for service innovation in the context of service infusion or servitization; insights on the innovation of product-service systems; research on servitization going beyond servitization in organisations that are product manufacturers.
- IT and data driven innovation for services and service business model development.

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Keywords	Service innovation Service systems	Servitization Service innovation capabilities	Service infusion

## ST\_06-07 Knowledge, Learning, and Innovation

Since the development of the knowledge-based view of the firm (e.g. Grant, 1996; Kogut & Zander, 1996; Spender, 1996), organizational knowledge has been seen as the central source of sustained competitive advantage and basis of organizational capabilities and successful innovation. Against the backdrop of seminal theoretical concepts such as e.g. the dynamic capabilities of a firm (Teece, Pisano & Shuen, 1997), organizational knowing (Orlikowski, 2002), exploitative vs. explorative learning (March, 1991) as well as (structural and contextual) ambidexterity (Tushman & O'Reilly, 1996; Gibson & Birkinshaw, 2004; O'Reilly & Tushman, 2008; Raisch et al. 2009), we ask the question which creative and innovative individual and collective efforts underlie organizational learning modes and knowledge management and how these processes can lead to incremental as well as radical innovations (e. g. Benner & Tushman, 2003) or even “disruptive” innovations (Christensen, 1997). Also, we are determined to understand the balance between the sources of innovation on a firm level: are openness for external knowledge and absorptive capacity the keys to innovation (Cohen & Levinthal, 1989) or does innovation stem from internal knowledge generation efforts of organizations. We also are committed to explore the mechanisms of knowledge creation and use within organizations as well as welcome studies on operationalization of organizational learning and innovative output.



By exploring the theoretical link between knowledge, learning and innovation, this track also aims to account for recent calls for further micro-foundations of strategy research (e. g. Felin & Foss, 2005) and a multi-level approach to organization theory and strategic management.

To explore emerging and new areas of research in the field of knowledge, learning and innovation and to gain new insights into the management of knowledge workers and knowledge-intensive firms, conceptual as well as qualitative and quantitative empirical contributions from a wide range of topics are welcome. We thereby invite research from several disciplines such as organization theory, strategy, innovation, human resource management and entrepreneurship as well as sociology or psychology etc.

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Keywords

Organizational  
knowledge  
Organizational  
learning

Innovation

Ambidexterity

Knowledge intensive firms

## ST\_06-08 Sustainable HRM and Human Factors for Innovation

Historically, sustainability is a concept which emerged in times of crises and/or when resources became scarce (Ehnert, 2009). In the past years, Human Resource Management (HRM) practice and research have looked more in depth into the link between sustainability and HRM (Ehnert, 2009; Ehnert et al., 2014; Kramar, 2014; SHRM, 2010; Mariappanadar, 2003; Wilkinson et al., 2001). In particular, two key roles for a Sustainable HRM have been identified (Cohen et al., 2012; Ehnert et al., 2014): First, to make HRM itself sustainable e.g. by developing work systems which allow employing an engaged, healthy and productive workforce today and in the future (i.e. along employee's whole working career).



The second key role of Sustainable HRM is its potential contribution to ecological (Jackson et al., 2011), employee (Ehnert, 2009; Mariappanadar, 2012), social (Mariappanadar, 2014) and economic corporate sustainability along the whole supply chain (Ehnert et al., 2014). Both roles are long-term oriented and particularly difficult to fulfil and to defend in times of uncertainty. On the other hand, uncertainty offers opportunities for innovative, potentially paradoxical managerial thinking and actions for a more sustainable societal and corporate development (Ehnert, 2009; Hahn et al., 2014; Smith & Lewis, 2011).

The objective of this track is to encourage work on Sustainable HRM and to increase our understanding of the role of HF/HRM in developing more sustainable business organisations. Consequently, we call for full papers that provide new theoretical perspectives on and/or empirical insights into HF/HRM and Sustainable Development. Topics of interest include but are not limited to:

- Theoretical Perspectives on Sustainable Human Resource Management.
- Sustainable Human Resource Management: Concepts, Practices, and Processes.
- Human, ecological, and economic sustainability and the role of HRM in business organizations and global supply chains.
- Sustainable employer-employee relations and sustainable labour participation.
- Sustainable employability and sustainable careers.
- HRM and sustainability-oriented behaviour at work: paradox and ambidexterity perspectives.
- International comparative developments of Sustainable HRM.
- Synthesis outcomes of sustainable HRM.

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Keywords

Human Resource  
Management  
Human Factors

Human sustainability  
Ecological  
sustainability

Sustainable HRM  
Human Systems  
Integration

## Topics sponsored by the SIG

### T\_06-01 Organizing mindfulness across organizations, networks, and clusters

The concepts of mindfulness and mindful organizing have proved to be beneficial for explaining how to manage unexpected events as a specific domain of uncertainty. Mindfulness seems to enhance change readiness and the capacity to sense and seize opportunities in an uncertain environment. Existing research on mindfulness has mostly studied the individual or group level and is rooted in psychological accounts of mindfulness. This literature conceives of mindfulness as cognitive differentiation and conceptualizes knowledge and learning in terms of mental cognition. Only a few studies take the level of organizations as collectives of groups or inter-organizational networks as unit of analysis. While there is apt evidence that individuals, groups and organizations do not work in isolation, there is little research about the interrelations between organizations and the 'higher' analytical levels of networks and clusters. Thus, we know little about how mindfulness can be established across organizations, networks, and clusters in order to harness the opportunities of uncertainty.



Considering other forms of 'knowledge' (e.g., rules, routines, tools, and technology) seems to be useful in order to explain how organizations, networks, and clusters screen their environment and benefit from uncertainty. For example, research in the field of innovation management advocates tools like technological forecasting or road mapping to remain sensitive about technological trends and developments that might impact corporate, network, or cluster strategies. Other research has documented the importance of regional embeddedness for knowledge creation, spillovers, learning, and harnessing opportunities of temporary or permanent disruptions.

The aim of this track is to foster exchange of theoretical ideas and empirical insights that might be conducive to further understand multi-level mechanisms of organizing for mindfulness. It seeks to bring together researchers who study organizational and inter-organizational sense making, distributed knowledge and learning, as well as mindful decision making in organizations, networks, and clusters.

We particularly invite contributions that focus on one or more of the following issues:

We particularly invite contributions that focus on one or more of the following issues:

- Conceptual and/or empirical analyses of multi-level perspectives on mindful organizing, for example, building an overarching theoretical framework for how mindfulness emerges across multiple levels of analysis and discusses how this differs from mindfulness on the individual/group-level.
- The role of (distributed) knowledge and knowledge flows between (organizational) actors in a cluster and harnessing opportunities of uncertainty.

- The interplay among sense making and/or decision making processes between different levels of analysis.
- The role of socio-cultural and economic institutions as initial conditions for coping with and harnessing opportunities of uncertainty.
- Forms of organizational, inter-organizational, and inter-cluster responses to unexpected events and their development over time.
- The different types of tools and their role in mindful organizing and managing uncertainty.

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Keywords	mindfulness network	Cluster uncertainty	multi-level analysis

### T\_06-02 Innovation in Emerging Countries' Firms

Innovation is rarely a product of the internal resources of the firm alone; much is dependent on the firm's access to external resources and its use of these external resources for fostering social and knowledge networks underpinning increasingly 'distributed' innovation activities, such as research and development. Therefore, supplementary and strategic relations with other organisations are likely to be crucial to success in EC's innovation, and more specifically in sustaining competitive advantage and opening innovation processes. For example, it has long been accepted that customers, suppliers and the organizational ecosystem are crucial sources of the knowledge required for a firm's innovation.



While this is established wisdom in Europe, it is not necessarily the case for EC firms. Their political circumstances, for example strong and weak ties with local and central government, and their stage of economic development, seem likely to make relationships with other organisations very different indeed. This difference may have profound consequences for how innovation is organised in EC's firms and what are the implications for European and other Western firms that want to build relationships with EC. Our track aims exploring for the eighth consecutive year how the innovation of EC firms is influenced by their relations with other organisations in contributing to reducing uncertainty and increasing opportunities from within and outside these emerging economic superpowers. Topics to be covered in the track will include:

- details of the EC firm's innovation for increasing opportunities and sustainable leadership.
- attitudes towards innovation in different industries (software, automotive, energy, etc.).
- relationships with other organisations (customers, suppliers, government, etc.).
- purpose of relationships with these organisations and their ecosystems.
- the contribution of these relationships to the firm's strategic innovation.
- innovative performance of the firm measured against that of major competitors.
- sorts of information and knowledge most important for firm's strategic innovation (tacit, technical, etc.).
- sources of knowledge and information (literature, universities, personal contacts, etc.).
- means by which this information is acquired (formal, personal networking, Internet etc.).

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### T\_06-03 Cosmopolitanism, Innovation, and Society

How do notions of world citizenship and cosmopolitanism help us re-think key issues around sustainability, leadership, and entrepreneurship in the era of 'mega-globalisation' and the risk society? How can a cosmopolitan ethos inform debates around transnational leadership and transnational social and environmental challenges? How are cosmopolitan sensitivities nurturing new approaches to entrepreneurship, innovation, and sustainability?



The concepts of world citizenship and cosmopolitanism (Greek, *cosmos*= universe of order and harmony) trace their lineage to ancient Greek philosophy and political thought. Socrates, Aristotle, as well as the Stoics, all proclaimed to be citizens of the world (Kakabadse and Kakabadse, 2012). More recently, cosmopolitanism has been identified with a worldview and a set of practices that focus on dispositions of opportunity, innovation, and curiosity- rather than on national identities (Sifneos, 2006). Cosmopolitanism has been connected with both democratic as well as elite views, and has recently been receiving renewed attention in management studies (Levy et al, 2013; Harvey, 2000).

Work on cosmopolitanism and management (Levy, Peiperl and Jonsen, 2013; Halshall, 2009) has revolved around issues and definitions about globally mobile managers and professionals (Sanchez-Ruende, Nardon and Steers, 2012); the 'cosmopolitan manager' (Gedro, 2012), business leaders as citizens of the world (Maak and Pless, 2009); 'global mindsets' (Levy, et al 2007); 'cultural intelligence' (Vertovec and Cohen, 2002); 'global elites' (Buhlmann, David and Mach, 2013); the role of networks (Latham, 2008), relationality and reflexivity in dispositions (Saito, 2011).

Cosmopolitan dispositions (mind-sets, ways of thinking) can nurture organizational transformations in which new market opportunities are sought, such as novel products, services, or models, from a "doing good by doing new things" international perspective. The angle of cosmopolitanism helps contextualise the *shared value* imperative (Porter & Kramer, 2011) in an increasingly inter-dependent world. This newly conceived global responsibility nurtures new approaches to innovation and sustainability (NBS 2012) as well as to leadership. Globally relevant responsibility and the search for transnationally applicable solutions, therefore, can become of primary concern for the 'near' as well as the 'distant' others in all stages of innovation and enterprise development.

The topic of cosmopolitanism as proposed in the present EURAM track will be widely encompassing the above angles and will provide the opportunity to invite papers, which discuss all the above perspectives. Additional perspectives will also be considered.

Ultimately, the key question driving the track is:

How can cosmopolitanism nurture approaches to transnational innovation- policies, institutional solutions, novel technologies, management practices, novel organisational forms, and enterprising behaviours?

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