

Contents

<i>Preface</i>	<i>page ix</i>
1 Why Study Innovation Management?	1
1.1 Schumpeter: Creative Destruction	1
1.2 McCloskey: The Origins of Capitalism as We Know It, or Why Are We Rich Today?	5
1.3 Chandler: The Rise of Managerial Capitalism and the Idea of Corporate R&D	9
2 Why Is Innovation Difficult?	14
2.1 Abernathy: From Fluid to Specific	14
2.2 March: The Trade-Off between Exploitation and Exploration	17
2.3 Rosenberg: The Nature of Uncertainty	20
3 How Do Technologies Improve?	24
3.1 Foster: The Technology S-Curve	24
3.2 Tushman and Anderson: Technology Cycles	30
3.3 Vincenti: Technological Interdependencies and Performance Shifts	34
3.4 Adner and Kapoor: Eco-Systems and the Pace of Substitution	37
4 What Makes Some Innovations More Challenging Still?	40
4.1 Christensen: Disruption and Unattractive Markets	40
4.2 Henderson and Clark: Product Architectures and Organizational Architectures	45
4.3 David: General Purpose Technologies and Their Reach	49
5 How Does Knowledge Shape Ideas?	54
5.1 Galenson: The Life Cycles of Creatives and Two Types of Creativity	54
5.2 Ward: Structured Imagination, or the Downsides to Knowledge	58
5.3 Shane: Prior Experience, or the Upside to Narrowness	62
5.4 Jones: Is (Great) Invention Getting Harder?	66
6 Can Organizations Exploit <i>and</i> Explore?	71
6.1 Adler et al: Re-thinking the Trade-Off between Exploration and Exploitation	71
6.2 Brown and Duguid: Organizational Learning and Inevitable Innovation	81
6.3 Cohen and Levinthal: Absorptive Capacity and the (Other) Effects of R&D	84
	vii

viii	Contents	
7	Should Innovation Be Managed?	91
7.1	Cooper: Innovation through Stages	92
7.2	Mouritsen et al: Management Accounting and Justifications for Innovation Projects	96
7.3	Criscuolo et al: Bootlegging	99
7.4	Foss: Letting Emergence Reign (or Not)	103
8	How Are New Technologies Brought to Market?	110
8.1	Moore: The Chasm, and Finding Beachhead Markets	110
8.2	Lieberman and Montgomery: First-Mover Advantages and Risks	115
8.3	Navis and Glynn: Collaboration, Then Competition	119
9	What Do Entrepreneurs Do?	125
9.1	Schumpeter: Enter the Entrepreneur, Resplendent	126
9.2	Baumol: The Allocation of Entrepreneurs to Entrepreneurship	129
9.3	Gans et al: Entrepreneurship without Creative Destruction	134
9.4	Nightingale and Coad: Gazelles and Mostly Muppets	141
10	How Does the State Shape Innovation? How Should It?	146
10.1	Acemoglu and Robinson: Institutions Matter (Again)	146
10.2	Mazzucato: The Entrepreneurial State	151
10.3	Adler: Dealing with Crisis	155
11	What Is the Societal Impact of Innovation?	160
11.1	Perez: A Cyclical Model of Technological Revolution	160
11.2	Zuboff: New Logics of Accumulation, or a Different Kind of Exploitation	165
11.3	Autor: Will Robots Take Our Jobs?	170
11.4	Bessen: Technology, Wages, and Engel's Pause	174
12	How Does Innovation Shape Organizing?	178
12.1	Bodrozic and Adler: Organizations, Transformed	179
12.2	Beane: Learning, Interrupted	182
12.3	Dell'Acqua et al: Fast, Asleep	187
13	Will Innovation Change Innovation?	192
13.1	Baldwin and von Hippel: Innovation without Organizations	193
13.2	Altman et al: In an Age of Costless Communication	198
13.3	Cockburn, Henderson, and Stern: Inventions in the Methods of Invention and the Shape of the Future	204
14	Theories and Some Implications	210
	<i>References</i>	217
	<i>Index</i>	231