

Working Papers

Formal Requirements regarding Seminar Working Papers:

- Length of the papers should be minimum 10 and maximum 15 pages (excluding cover page, references and appendices).
- Formal requirements include font size 10, line spacing 1,5 and margins of minimum 2 cm on the top, bottom, right and left (all minimum values).
- You can use any literature that you might consider as being helpful for your Working Paper. It does not have to be refereed journals with a given impact factor. If you are referencing content from home pages please add the link.
- The following key questions are supposed to give you some guidance.

Key Questions

The following questions are not supposed to determine a structure for your paper but rather should give you some food for thought that is supposed to help you to process the literature and develop a deeper understanding of the subject.

- **S1 Innovation in Family-owned Companies (FCs)**
 - How do FCs address the issue of sustainability and innovation over a period of decades?
 - How do FCs handle the organizational obstacles facing new innovation activities?
 - What are the pros and cons of FOCs compared to large corporations?
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- **S2 “Group Think” and organizational failure in Corporate Innovation**
 - In which way does “Group Think” impact on the innovation capacity of a company?
 - How does “Group Think” impact on the different processes that are essential for innovation management?
 - How can “Group Think” be avoided or managed?
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- **S3 Strategic Human Capital Management and the Impact on Innovation**
 - How is talent acquisition and talent retention to be managed in a company that is dependent on its high innovative capacity?
 - How do tech companies and fast growing enterprises manage their hiring processes?
 - How can recruitment, compensation & benefits be set up to increase the innovative capacity of a company and how can diversity be increased and sustained?
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- **S4 Corporate Venture Capital as an Innovation Tool**
 - Why would Corporates need to engage in building up a separate venture unit rather than running these activities as an integral part of their core business?
 - What are the preconditions for a sound structural set-up for a Corporate Venture Unit?
 - How does the corporation balance the trade-off between corporate learning and lean processes?

- **S5 Blue Ocean Strategies**
 - What is the underlying idea of the Blue Ocean Strategy and what is the role of innovation in setting up this strategy?
 - Which corporations did follow an innovation-heavy Blue Ocean Strategy?
 - What is needed to make sure that the Blue Ocean Strategy gives a long-term competitive edge to the company compared to potential competitors that would be following a similar strategy?
- **S6 Innovation in Tech Companies and Applications to other Industries**
 - What are the specific differences between tech companies & exponential and other organizations?
 - What is the role of innovation in exponential organisations compared to conventional corporations?
 - Which part of the innovation processes in tech and exponential could be successfully implemented in conventional corporations and which one are likely to fail?
- **S7 Organizational Innovation during the Covid Crisis**
 - What organization innovations were introduced during the Covid pandemic?
 - Which of these changes are likely to stay and which ones are likely to vanish?
 - How does such a process increase the organizational resilience of a company?
 - What is the role of process innovation and product innovation in sustainable strategies? Which tools and management techniques can ensure a sustainable innovation management process?
- **S8 Collaboration and Its Impact on Innovation**
 - In what ways is internal and external collaboration a major driver of innovation?
 - How can collaboration be enhanced in corporate structures? How can resistance be managed?
 - How is team work to be embedded into the organization and which principles are needed to make teamwork successful? What obstacles are likely to be expected and how can they be solved?

Extended List of Literature for Seminar Working Papers

General Literature (Textbook, 5 copies available in the Cologne University Library):

Tidd, J., Bessant J. (2014), Strategic Innovation Management. Chichester (West Sussex), Wiley. (5 copies available in the University Library)

S1 Innovation in Family-owned companies

Craig, J.B.L, Moores, K. (2006), A 10-Year Longitudinal Investigation of Strategy, Systems, and Environment on Innovation in Family Firms. *Family Business Review*, 19 (1), 1–10.

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Dyer, W. G. Jr (1988). Culture and continuity in family firms. *Family Business Review*, 1 (1), 37-50.

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Laforet, S. (2013). Innovation characteristics of young and old family owned businesses. *Journal of Small Business and Enterprise Development*, 20 (1), 204-224.
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Le Breton-Miller, I., & Miller, D. (2009). Agency Vs. Stewardship in Public Family Firms: A Social Embeddedness Reconciliation. *Entrepreneurship Theory and Practice*, 33 (6), 1169–1191.

Llach, J., & Nordqvist, M. (2010). Innovation in Family and Non-Family Businesses: A Resource Perspective. *International Journal of Entrepreneurial Venturing*, 2 (4), 381–399.

McCann, I., Leon-Guerrero, A. Y., & Haley, J. D. Jr. (2001). Strategic goals and practices of innovative family businesses. *Journal of Small Business Management*, 39 (1), 50-59.

Miller, D., Le Breton-Miller, I., & Lester, R. (2011). Family and lone-founder ownership and strategic behavior: Social context, identity and institutional logics. *Journal of Management Studies*, 48 (1), 1–25.

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S2 Group Think and Organizational Failure in Corporate Innovation

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S7 Organizational Innovation during the Covid Crisis

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