

Pitcher's Name	Matthew Khong	FoR category	Management Innovation	Date Completed	17 Apr 2017
(A) Working Title	Volberda, H. W., Van Den Bosch, F. A., & Mihalache, O. R. (2014). Advancing management innovation: Synthesizing processes, levels of analysis, and change agents. <i>Organization Studies</i> , 35(9), 1245-1264.				
(B) Basic Research Question	How can organisations improve and speed up the generation, adoption, and diffusion of management innovation?				
(C) Key paper(s)	Birkinshaw, J., Hamel, G., & Mol, M. J. (2008). Management innovation. <i>Academy of Management Review</i> , 33(4), 825-845. Hamel, G. (2006). The why, what, and how of management innovation. <i>Harvard business review</i> , 84(2), 72. Waltman, L., & Eck, N. J. (2012). A new methodology for constructing a publication-level classification system of science. <i>Journal of the American Society for Information Science and Technology</i> , 63(12), 2378-2392.				
(D) Motivation/Puzzle	Innovation in management is key to achieving a competitive advantage in a fast changing and turbulent environment we face today. Despite the mounting evidence, little is known about how firms choose to manage. The motivation of this study is to understand how three identified types of management innovations relate to each other over time in the dynamic and multilevel processes of generation, diffusion, adoption and adaptation of good practices in order to answer the research question.				
THREE	Three core aspects of any empirical research project i.e. the “ IDioTs ” guide				
(E) Idea?	By providing an introductory essay, this paper will attempt to level up and orientate its readers to the main developments in the field of management innovation. Next, the themed section of the paper will provide explanation to the four identified theoretical perspectives (rational, institutional, international business and theory development perspectives). These themes form the context of the co-evolutionary framework that takes in account of the dynamic and multilevel of the concepts introduced. By integrating the proposed framework with the generation, diffusion, adoption and adaption phases of the management innovation process at the organisational, inter-organisational and macro levels, the question of how organisations form perceptions on management innovation can be answered in order to address the research question.				
(F) Data?	Secondary data will be used to map the structure of all Social Science Citation Index (SSCI) publications that cite Birkinshaw et al.'s (2008) paper. The set consisting of 361 publications will be filtered to identify 51 publications that have been cited at least 5 times in order to achieve a citation network in categorising the current developments in the management innovation field.				
(G) Tools?	A bibliometric analysis will be conducted, based on the Thomson Reuters Web of Science bibliographic database. Waltman and Van Eck's (2012) clustering technique will be used to identify the strength of connections between the publications in order to cluster these publications into specific groups (rational, institutional, international business and theory development perspectives) to base the themed section of the paper on.				
TWO	Two key questions				
(H) What's New?	Anchoring itself as a key paper in future research in the realm of management innovation, the paper brings novelty in the sense that it provides a review of the most current development in management innovation. First, it documents the diversity in the underlying theories and perspectives which facilitates the rapid advancement of the management innovation field. Second, it provides evidence to conclude the need to integrate these components from current research and justifies why the proposed framework is apt to advance knowledge in this field of studies which has not yet been studied at point of publication.				
(I) So What?	By understanding how firms make certain management decisions, future management innovation research can be guided to as how it can play a part as co-creators and disseminators of new ways to engage and manage organisations in changing environments. This is a big deal for management innovation research due to the recent surge in scholarly attention paid to this field of study, and the ongoing failure for scholars to determine the antecedents of management innovation.				
ONE	One bottom line				
(J) Contribution?	This research will contribute by advancing knowledge of how organisations can improve themselves through management innovation. By understanding the whys, the paper will be able to explain and predict behaviours which the firms can adopt, such as the choice of internal or external change agents to improve management processes. As such, a platform for potential theory testing is established, providing avenues for future research to build key theories and close the existing knowledge gap.				
(K) Three Key findings?	1) While management scholars have recognised innovation as an engine for growth, management innovation research is still very much under-represented in innovation literature. 2) It is found that more often than not, change and innovation in management happens from the outside (caused by external change agents) rather than from the inside (internal change agents). 3) While the study in management innovation spans across other areas of study, the over generalisability of the management innovation construct is also its weakness.				