

Call for Paper and Abstracts for PDW at AoM 2022 in Seattle

PDW No. 18185: Corporate Underground: Bootleg Innovation, and creative and constructive deviance

PDW Organizers:

Anika Stephan-Korus; HES-SO // School of Management Fribourg,

Peter Augsdörfer; Technical University of Applied Sciences Ingolstadt, Germany

Philipp Bubbenzer; ETH Zurich & HES-SO // School of Management Fribourg, Switzerland

Dietfried Globocnik; University of Graz

Charalampos Mainemelis; Alba Graduate Business School, Greece

Evy Sakellariou; Kingston University London

Introduction:

Employees often retreat to the organizational ‘underground’ to elaborate radical or disruptive ideas; to protect creative ideas that challenge the corporate status quo from the political reactions of managers or/and co-workers; or just to gather initial data about nascent but promising new ideas. These informal, bottom-up innovation activities violate (more or less deliberately) corporate norms with the aim of creating something new that will eventually benefit the organization (Augsdorfer, 2021).

This PDW sheds light on this relatively under-researched and underrepresented research topic within the broad field of innovation and technology management. The objective is to increase our understanding about creative processes that unfold in the corporate ‘underground’, be it in R&D settings or more generally across other organizational contexts of creativity and innovation.

The main beneficiaries will be scholars whose research regularly engages with and/or produces outputs on topics related to underground creativity & innovation, including but not limited to bootlegging (e.g., Augsdörfer, 2005; Criscuolo, Salter, and Ter Wal, 2014; Globocnik & Salomo, 2015; Stephan and Bubbenzer, 2019; Mainemelis and Sakellariou, 2022), counter-role behaviors (e.g., Staw & Boettger, 1990), creative deviance (e.g., Lin, Mainemelis, & Kark, 2016; Mainemelis, 2010; Tenzer & Yang, 2020), rebelliousness (e.g., Petrou et al., 2020;

Petrou, Van Der Linder, & Olescu, 2018) and channel switching (e.g. Mainemelis and Sakellariou, 2022).

PDW Setting:

This PDW is organized as a virtual format during this year AoM 2022.

Session format: "Virtual-only: Zoom "webinar" style".

We invite both advanced papers and research ideas at an early stage of development on such topics as bootlegging, creative deviance, channel-switching, constructive deviance, unconventionalism, rebelliousness, hidden-role behaviors, and other forms of underground creative activity.

Current Agenda:

Time	Agenda Topic	Presenters/Speakers
10 min	Welcoming the participants and short introduction	Anika Stephan-Korus
40 min	Current status of research in the field of underground innovation – what we know, where we agree, what is open for exploration	Charalampos Mainemelis; Peter Augsdörfer; Dietfried Globocnik; Evy Sakellariou
60 min	Paper presentations and Q&A	
40 min	Roundtables - Exchange Session & New Ideas	
20 min	Overall feedback about underground projects by Charalampos Mainemelis and TIM expert	Charalampos Mainemelis (and TIM expert)
10 min	Closing	

Application:

We welcome the following formats for applications:

- 1) Paper presentation and Q&A: Submit a full research paper (max 30-page long double-space paper)
- 2) Roundtables applications: Submit and abstract up to 300 words. The topic may be related to new research ideas, interaction with interdisciplinary research topics, and new PhD research topics.

We welcome both theoretical and empirical contributions, including both quantitative and qualitative research methodologies.

Application to: Dr. Anika Stephan-Korus, Post-Doc HES-SO Fribourg, School of Management: anika.stephan@hefr.ch I Deadline: 15th of July, 2022

References

- Alexy, O., Salter, A., Sharapov, D., and Criscuolo, P. (2015). Going off-piste: The role of status in launching unsponsored R&D projects. DRUID15, Rome.
- Ahuja, G., and Lampert, C. M. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22: 521–543.
- Amabile, T. M. (1996). *Creativity in context*. Boulder, CO: Westview Press.
- Amabile, T. M., Conti, R., Coon, H., Lazenby, J., and Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39: 1154–1184.
- Augsdorfer, P. (2005). Bootlegging and path dependency. *Research Policy*, 34 (1): 1–11.
- Augsdorfer, P. (2008). Managing the unmanageable. *Research Technology Management*, 51 (4): 41–47.
- Augsdorfer, P. (2021). *Forbidden Fruit, An Analysis of Bootlegging, Uncertainty and Learning in Corporate R&D*, 2 Edition.
- Criscuolo, P., Salter A., and Ter Wal, A. L. J. (2014). Going underground: Bootlegging and innovative performance. *Organization Science*, 25: 1287–1305.
- Dahling J. and Gutworth M. (2017). Loyal rebels? A test of the normative conflict model of constructive deviance. *Journal of Organizational Behavior*, 38 (8): 1167-1182
- Eicher S. (2019). *Uncovering Covert Innovation*. Springer. Dissertation.
- Galperin, B. (2012). Exploring the Nomological Network of Workplace Deviance: Developing and Validating a Measure of Constructive Deviance. *Journal of Applied Social Psychology*, 42 (12).
- Globocnik, D. and Salomo, S. (2015). Do Formal Management Practices Impact the Emergence of Bootlegging Behavior? *Journal Product Innovation Management*, 32: 505-521.
- Freeman, C. and Soete, L. (2009), Developing science, technology and innovation indicators: What we can learn from the past, *Research Policy*, Vol. 38, Issue 4
- Mainemelis, C. (2010). Stealing fire: Creative deviance in the evolution of new ideas. *Academy of Management Review*, 35: 558–578.
- Mainemelis, Ch. and Sakellariou E. (2022). Creativity and the arts of disguise: Switching between formal and informal channels in the evolution of creative projects. *Organization Science*. 1047-7039
- Masoudnia, Y., and Szwajczewski, M. (2012). Bootlegging in the R&D departments of high-technology firms. *Research-Technology Management*, 55(5): 35–42.
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization Science*, 2: 71–87.
- Stephan, A. and Bubenzer, P. (2019). Ex tenebris: Challenges and strategies for surfacing and reintegrating secret innovation projects, *Academy of Management Proceedings, Academy of Management*, 1: 18836.

- Stephan, A. and Bubenzer., P. (2021). Members or Mavericks? Organizational Identification Dynamics during Secret Innovation Projects. *Academy of Management Annual Meeting 2021*
- Tidd, J. and Bessant, J. (2018). *Managing Innovation: Integrating Technological, Market and Organizational Change*, 6th Edition, Wiley, London
- Vadera, A. and Pratt M. (2013). Constructive Deviance in Organizations: Integrating and Moving Forward, *Journal of Management*.