

## **Required reading**

### ***Compulsory Readings***

Brown, Shona L., & Kathleen M. Eisenhardt. "The art of continuous change: Linking complexity theory and time-paced evolution in relentlessly shifting organizations." *Administrative Science Quarterly* (1997): 1-34.

Garaus, Christian, Güttel, Wolfgang H., Konlechner, Stefan W., Koprax, Irina, Lackner, Hubert, Link, Karin, & Müller, Barbara: Bridging knowledge in ambidextrous HRM systems: Empirical evidence from Hidden Champions. *International Journal of Human Resource Management*, (2016) Vol. 27: 355-381.

Güttel, Wolfgang H. & Konlechner, Stefan W.: Continuously Hanging by a Thread: Managing Contextually Ambidextrous Organizations. *Schmalenbach Business Review*, (2009) Vol. 71, 2/09, 150-172.

Hansen, Nina K., Güttel, Wolfgang H., & Swart, Juani (2017): HR in dynamic environments: Exploitative, exploratory and ambidextrous HR architectures. *International Journal of Human Resource Management* (forthcoming).

Eisenhardt, Kathleen M., and Jeffrey A. Martin. "Dynamic capabilities: what are they?." *Strategic Management Journal* (2000): 1105-1121.

Eisenhardt, Kathleen M., and Donald N. Sull. "Strategy as simple rules." *Harvard Business Review* 79.1 (2001): 106-119.

Kotter, John R. "Leading change-Why transformation efforts fail." *Harvard Business Review* (1995): 59-65

O'Reilly, Charles A., and Michael L. Tushman. "Organizational ambidexterity: Past, present, and future." *The Academy of Management Perspectives* 27.4 (2013): 324-338.

Sydow, Jörg, Georg Schreyögg, and Jochen Koch. "Organizational path dependence: Opening the black box." *Academy of Management Review* 34.4 (2009): 689-709.

### ***Additional Literature***

Benner, Mary J., and Michael Tushman. "Process management and technological innovation: A longitudinal study of the photography and paint industries." *Administrative science quarterly* 47.4 (2002): 676-707.

Christensen, Clayton. *The innovator's dilemma: when new technologies cause great firms to fail*. Harvard Business Review Press (2013).

Edmondson, A., Bohmer, R. & Pisano, G.: *Speeding Up Team Learning*. Harvard Business Review, (2001) Vol. 79 Issue 9, p. 125-132.

Eisenhardt, Kathleen M., and Shona L. Brown. "Time pacing: competing in markets that won't stand still." *Harvard business review* 76.2 (1997): 59-69.

Eisenhardt, Kathleen M., and Shona L. Brown. "Patching. Restitching business portfolios in dynamic markets." *Harvard business review* 77.3 (1998): 72-82.

Filippini, Roberto, Wolfgang H. Güttel, and Anna Nosella. "Ambidexterity and the evolution of knowledge management initiatives." *Journal of Business Research* 65.3 (2012): 317-324.

Grant, R. M. (2010): *Contemporary strategy analysis*. 7th edition.

Güttel, W.H. (2017): *Erfolgreich in turbulenten Zeiten: Impulse für Leadership, Change Management & Ambidexterity*. München.

Hayes, J. (2014): *The theory and practice of change management*. 4th edition.

Jing, Runtian, and Mary Benner. "Institutional regime, opportunity space and organizational path constitution: case studies of the conversion of military firms in China." *Journal of Management Studies* (2015).

Konlechner, S. W., Güttel, W. H., Müller, B., Koprax, I., & Link, K. (2016): Sheep in Wolf's Clothing: The Role of Artifacts in Interpretive Schema Change. *Schmalenbach Business Review*. Vol. 17, Issue 2, p. 129–150.

Kotter, John P. *Leading change: Why transformation efforts fail*. 1995.

Mezias, J. M., Grinyer, P. & Guth, W. D. (2001): Changing Collective Cognition: A Process Model for Strategic Change. *Long Range Planning*. Vol 34, p. 71-95.

Müller-Seitz, Gordon, and Wolfgang Güttel. "Toward a choreography of congregating: A practice-based perspective on organizational absorptive capacity in a semiconductor industry consortium." *Management Learning* 45.4 (2014): 477-497.

O'Reilly, Charles A., J. Bruce Harreld, and Michael L. Tushman. "Organizational ambidexterity: IBM and emerging business opportunities." *California Management Review* 51.4 (2009): 75-99.

Sull, Donald; Eisenhardt, Kathleen M. Eisenhardt, Kathleen M., and Donald N. Sull. "Simple rules for a complex world." *Harvard Business Review*. Sep2012, Vol. 90 Issue 9, p68-74.

Sull, Donald, and Kathleen M. Eisenhardt. *Simple rules: How to thrive in a complex world*. Houghton Mifflin Harcourt (2015).

Tripsas, Mary. "Technology, identity, and inertia through the lens of "The Digital Photography Company"." *Organization Science* 20.2 (2009): 441-460.

Tushman, Michael L., and Charles A. O'Reilly. "The ambidextrous organizations: Managing evolutionary and revolutionary change." *California management review* 38.4 (1996): 8-30.

Zahra, Shaker A., and Gerard George. "Absorptive capacity: A review, reconceptualization, and extension." *Academy of management review* 27.2 (2002): 185-203.

More information on the literature relevant for the test will be provided in the kick-off session.