



NEW HORIZONS IN MANAGERIAL  
AND ORGANIZATIONAL COGNITION

# COGNITION

# AND

# INNOVATION

EDITED BY

KRISTIAN J. SUND

ROBERT J. GALAVAN

STEFANO BRUSONI

# **Cognition and Innovation**

*This page intentionally left blank*

New Horizons in Managerial and  
Organizational Cognition

# **Cognition and Innovation**

Edited by

Kristian J. Sund

*Roskilde University, Denmark*

Robert J. Galavan

*Maynooth University, Ireland*

Stefano Brusoni

*ETH Zürich, Switzerland*



United Kingdom – North America – Japan  
India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2018

Copyright © 2018 Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-78769-432-3 (Print)

ISBN: 978-1-78769-431-6 (Online)

ISBN: 978-1-78769-433-0 (Epub)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

# Contents

List of Contributors

vii

CHAPTER 1	COGNITION AND INNOVATION: A FRAMEWORK AND INVITATION TO EXPLORE Kristian J. Sund, Robert J. Galavan and Stefano Brusoni	1
CHAPTER 2	THE PERFORMATIVE POWER OF WORDS: HOW BUSINESS MODEL INNOVATORS USE FRAMING FOR STRATEGIC ADVANTAGE Yuliya Snihur, Llewellyn D. W. Thomas and Robert A. Burgelman	13
CHAPTER 3	A SOCIO-COGNITIVE MODEL OF INNOVATION ADOPTION AND IMPLEMENTATION Tabish Zaman, Matthew Mount, Tyrone S. Pitsis, Rory O'Connor and Stephen Dean	45
CHAPTER 4	THE RELATIONSHIP BETWEEN DEMAND- PULL ATTENTION AND RADICAL PRODUCT INNOVATION: EVIDENCE THROUGH COMPUTER-AIDED TEXT ANALYSIS Esther Biehl, Kerstin Fehre and Marco Tietze	71
CHAPTER 5	COGNITIVE PROCESSES OF ENTREPRENEURIAL OPPORTUNITY IDENTIFICATION: TOWARD A HOLISTIC UNDERSTANDING OF THE MICRO-MECHANISMS Zorica Zagorac-Uremović and Christian Marxt	95
CHAPTER 6	THE ROLE OF POWER ASYMMETRY AND PARADOXICAL LEADERSHIP IN SOFTWARE DEVELOPMENT TEAM AGILITY Constantinos S. Mammassis and Petra C. Schmid	125

CHAPTER 7	EXPLORING THE ORGANIZATION OF UNIVERSITY–INDUSTRY JOINT LABORATORIES: A LEADERSHIP PERSPECTIVE Maral Mahdad, Marcel Bogers, Andrea Piccaluga and Alberto Di Minin	141
CHAPTER 8	THE MORAL DILEMMA OF CARING VERSUS RULING: AN EXAMINATION OF THE ETHICAL TURN IN PRACTICES Georg von Krogh, Nina Geilinger and Lise Rechsteiner	175
	Author Biographies	209
	Index	217

# List of Contributors

<i>Esther Biehl</i>	Karlsruhe Institute of Technology (KIT), Germany
<i>Marcel Bogers</i>	University of Copenhagen, Denmark
<i>Stefano Brusoni</i>	ETH Zürich, Switzerland
<i>Robert A. Burgelman</i>	Stanford University, USA
<i>Stephen Dean</i>	St James's University Hospital, UK
<i>Kerstin Fehre</i>	Vlerick Business School, Belgium
<i>Robert J. Galavan</i>	National University of Ireland Maynooth, Ireland
<i>Nina Geilinger</i>	ETH Zürich, Switzerland
<i>Georg von Krogh</i>	ETH Zürich, Switzerland
<i>Maral Mahdad</i>	University of Copenhagen, Denmark
<i>Constantinos S. Mammassis</i>	ETH Zurich, Switzerland
<i>Christian Marxt</i>	ETH Zurich, Switzerland
<i>Alberto Di Minin</i>	Sant'Anna School of Advanced Studies, Italy
<i>Matthew Mount</i>	Deakin University, Australia
<i>Rory O'Connor</i>	University of Leeds, UK
<i>Andrea Piccaluga</i>	Sant'Anna School of Advanced Studies, Italy
<i>Tyrone S. Pitsis</i>	Durham University, UK
<i>Lise Rechsteiner</i>	Propagator Ventures, Norway
<i>Petra C. Schmid</i>	ETH Zürich, Switzerland
<i>Yuliya Snihur</i>	Toulouse Business School, France
<i>Kristian J. Sund</i>	Roskilde University, Denmark

<i>Llewellyn D. W. Thomas</i>	LaSalle Universitat Ramon Lull, Spain
<i>Marco Tietze</i>	Karlsruhe Institute of Technology (KIT), Germany
<i>Zorica Zagorac- Uremović</i>	ETH Zürich, Switzerland
<i>Tabish Zaman</i>	University of Leeds, UK