

QUASI Seminar Series, 2021-22

The [Rutgers Institute for Corporate Social Innovation](#) (RICSI) is proud to host the Questions & Unanswers About Social Innovation (QUASI) [Seminar Series](#). To participate, please [REGISTER HERE](#).

October 15th, 2021, 11:30am – 1:00pm EDT

Is luck better than strategy in cultivating corporate innovation?

Yes: [Chengwei Liu](#), Associate Professor of Strategy & Behavioral Science, ESMT Berlin

March, J. G. 1991. [Exploration and exploitation in organizational learning](#). *Organization Science*, 2(1), 71-87 (Model 2).
Liu, C. 2020. [Luck: A key idea for business and society](#). Oxford, UK: Routledge. 6-min read alternative: Liu, C. 2021. [Don't Underestimate the Power of Luck When It Comes to Success in Business](#). *Harvard Business Review*, June.
Liu, C & Chia-Jung, T. 2021. [The variance of variance](#). Forthcoming at *Research in the Sociology of Organizations*.
Liu, C. 2021. [Why do firms fail to engage diversity?](#) A behavioral strategy perspective. Forth. at *Organization Science*.

No: [Melissa Schilling](#), Herzog Family Professor of Management, New York University

Schilling, MA. 2018. [Quirky: The remarkable story of the traits, foibles, and genius of breakthrough innovators who changed the world](#). New York: Public Affairs. Video of key themes: <https://www.youtube.com/watch?v=qzqJSsCPSTk>
Kneeland, M, Schilling, MA & Aharonson, B. 2020. [Exploring uncharted territory: Knowledge search processes in the origin of outlier innovation](#). *Organization Science*, 31(3):535-55
Cohen, MW & Levinthal, DA. 1990. [Absorptive capacity: A new perspective on learning and innovation](#). *ASQ*, 35:128-152.
Schilling, MA. 2017. [What's Your Best Innovation Bet?](#) *Harvard Business Review* (July–August): 86–93.
Danneels, E & Kleinschmidt, EJ. 2003. [Product innovativeness from the firm's perspective: Its dimensions and their relation with project selection and performance](#). *Journal of Product Innovation Management*, 357-373
Christensen, C. 2000/2017. [Using Aggregate Project Planning to Link Strategy, Innovation, and the Resource Allocation Process](#). Harvard Business School Note.
Short animated video on choosing innovation projects: <https://youtu.be/0QOdd45aZ1o>
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Stroebe, W, Nijstad, B & Rietzschel, E. 2010. [Beyond productivity loss in brainstorming groups: The evolution of a question](#). In Zanna, MP & Olson JM (Eds). *Advances in Experimental Social Psychology*, 43: 157-203.
Short animated video on organizing for innovation: <https://youtu.be/0sPwbcqNwEI>

It depends: [Christian Busch](#), Clinical Assistant Professor, New York University

Busch, C. 2020. [The Serendipity Mindset](#). New York: Penguin Random House.
Busch, C., & Barkema, H.G. 2021. [Planned luck: How incubators can facilitate serendipity for nascent entrepreneurs through fostering network embeddedness](#). *Entrepreneurship Theory & Practice*, forthcoming.
Busch, C., & Barkema, H.G. 2021. [From necessity to opportunity: Scaling bricolage in resource-constrained environments](#). *Strategic Management Journal*, 42: 741-773.
Fultz, E.F., & Hmieleski, K.M. 2021. [The art of discovering and exploiting unexpected opportunities: The roles of organizational improvisation and serendipity in new venture performance](#). *Journal of Business Venturing*, forthcoming.
Lane, J.N., Ganguli, I., Gaule, P., Guinan, E., & Lakhani, K.R. 2020. [Engineering serendipity: When does knowledge sharing lead to knowledge production?](#) *Strategic Management Journal*, 42:1215–1244.

In Practice: [Michael Mauboussin](#), Head of Consilient Research, Counterpoint Global

Mauboussin, M. 2011. [The Success Equation: Untangling Skill and Luck in Business, Sports, and Investing](#) Boston: HBSP.
Arbesman, S. 2012. [Luck and Skill Untangled: The Science of Success](#). *Wired*, Nov. 16.
Raynor, M. 2007. [The Strategy Paradox: Why Committing to Success Leads to Failure \(And What to do About It\)](#). Crown.
Henderson, A., Raynor, M. & Ahmed, M. 2012. [How Long Must a Firm Be Great to Rule Out Chance?](#) *Strategic Management Journal*, 33(4): 387-406.
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