

Handbook of Organizational and Managerial Innovation, by Tyrone S. Pitsis, Ace Simpson, and Erlend Dehlin (eds), Edward Elgar Publishing House: Cheltenham, UK and Northampton, MA, USA, 2012

Book review by Constantin Oprean
Lucian Blaga University of Sibiu

The volume is rich in diversity of methodological, epistemological and ontological orientations and variety of approaches in organizational and managerial innovation and brings together some of the world's leading thinkers, academics and professionals who contribute a comprehensive picture of the field. It starts from the idea that innovation is the cornerstone of human progress and of a free and democratic world, and in so being, it is always enmeshed, as a term, into the social context of its resistors and enablers. In the introduction to the book, the editors outline a basic, yet clear framework of the concept of innovation and of "making innovation" which allows for multiple layers of analysis (individual, group, organizational, inter-institutional and social) from multiple zones of experience. It cannot be fully understood outside a full comprehension of its temporal-spatial properties and essence as a quality of experience and action. The global economic downturn has meant that businesses have to innovate to survive, grow and develop. The paradigm of innovation is not just about ideas, it is the successful implementation of ideas that lead to more value, it is as much about process and practice innovation as it is about every organization's culture (how it operates internally and interacts with other organizations and its customers) and about innovation as a fundamental responsibility of business in continual renewal and change.

The volume's initial inspiration stems from Birkinshaw et al.'s (2008) paper in the *Academy of Management Review*, because, as editors indicate, they gave a meaning and a sense of unity to what other theorists and researchers of management and organizations have considered just a focus in organizational and managerial innovation research. However, it draws significantly on other path-breaking works on managerial innovation (Hannah 1974; McFarland 1979; Damanpour, 1987) as well as on challenging essays, such as William Lazonick and David J. Teece's (2012). The Handbook is structured in three parts: Part 1 Innovation as Managerial Techniques, which focuses on the importance and effects of management innovation on product and process innovation outcomes at market and industry-level (Mol and Birkinshaw), network-based and technology-enabled (Besant and Leming), involving associations between engagement and innovation (Teerikangas and Valikangas), accounting controls (Boedker and Runnall), division of labour (Swann) or self-managing teams (Vaccaro, Volberda and Van Den Bosch). The psychological perspective on managerial innovation regarding motivation to change and confidence in experience at organizational levels (Patterson, Kerrin and Zibarras) and the educational focus on practice in business schools and management skills and competences (Agarwal, Green and Hall) all underpin various emerging multidisciplinary and fresh perspectives to the concept.

Part 2 Innovation as (Practical) Emergence brings the practice perspective in close-up, by stressing the importance of participation and connection (Carlsen and Sandeland), improvisation (Dehlin), surprise (Cunha, Clegg and Rego) or implementation (Damanpour, Chiu and Maggelsen) in keeping innovation alive. The tension between the "necessary order" or organizational bureaucracy on the one hand, and the innovative openness to support learning and innovation, on the other, are discussed in relation to communities of practice (CoPs), seen as emergent spaces where knowledge exchange can take place away from organizational constraints (Josserand and Villeseche). Such CoPs are movers in organizational innovation for intra- and inter-organizational knowledge sharing and creation.

Part 3 Innovation as Narrative includes works examining the relationship between organizational innovation and the narratives attributed to them. The culture of persecution and the managerial efforts of a controversial historical figure, Rumkowski, considered as an individual innovator of managerial practice in an organizational context of military occupation are addressed on historical, personal and decision-making levels (Rapport) and suggest innovative ways of turning management and organizations discourses into personal intentionality mediums. Such organizational practice codes can be legitimized by constantly constructed and reconstructed narratives, which, in Byorkeng and Hyde's views, are enabled by three mechanisms for continuous construction of professionalism within the organization. Finally, the Bayer experience (Thomas and Northcote) brings the practitioner in managerial innovation to the fore and tells the story of how the organization has been united around a common vision and culture, enthusiastic about innovation and change.

The volume presents a vibrant and challenging picture of methodological, epistemological and ontological orientations in the field of managerial innovation, examining processes and practices without suggesting which is right, wrong or should be privileged and herein the added value of the book lies. The Handbook remains an essential resource for all researchers, practitioners and students alike as well as a comprehensive, ambitious, welcome compilation of the patterns of organizational and managerial innovation (and development) across the globe.

Constantin Oprean
Professor
"Lucian Blaga" University of Sibiu

