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James C. Hayton earned his PhD in 2002 at Georgia State University (USA) and is currently an Assistant Professor at Bocconi University Milan, Italy. His research focuses on the links between human capital, human resource management systems, and corporate entrepreneurship. He is interested in how HRM systems and practices impact continuous innovation, corporate venturing and the creation of strategic flexibility. His research has been published in Journal of Business Venturing (forthcoming), Human Resource Management, Entrepreneurship Theory and Practice, Organizational Research Methods, Human Resource Management Review, R&D Management, European Management Journal, International Journal of Technology Management, and Journal of Management Education. In his teaching role he emphasizes Strategic and International Human Resource Management, compensation management, performance management and the design and implementation of human capital metrics. His service roles include being Associate Editor for Human Resource Management Journal and also for Human Resource Management Review. In addition, he serves on the editorial board of Entrepreneurship Theory and Practice. He is actively involved in both the Entrepreneurship Division and the Human Resources Division of the Academy of Management. In the HR Division, he currently serves as chair of the communications committee, chair of the advisory board for the conference on Innovative Teaching in Human Resources and Industrial Relations, and newsletter editor.

April 26th, 3:00 pm
Max Planck Institute of Economics
Entrepreneurship, Growth and Public Policy Group
Seminar Room V03

Ambidextrous Learning in Organizational Innovation: The case of R&D consortia

We focus on whether companies engage in more than one mode of learning by studying patterns of R&D consortia formation processes. Examining companies’ sequences of joining engineered versus emergent formation processes, we evaluate if and when companies exhibit learning-by-doing, adaptive learning or improvisation. We draw from data on the formation of US R&D consortia over a 22 year period. Our analysis of 3767 individual company decisions to join an R&D consortium formation finds evidence for each of the three learning types. These results support the emerging perspective of organizational ambidexterity, where companies engage in multiple types of learning.