

The Organizational Design of High-Tech Entrepreneurial Ventures

Massimo G. Colombo

Department of Management,
Economics, and Industrial Engineering
Politecnico di Milano
massimo.colombo@polimi.it

Cristina Rossi-Lamastra

Department of Management,
Economics, and Industrial Engineering
Politecnico di Milano

Beatrice Matassini

Department of Management,
Economics, and Industrial Engineering
Politecnico di Milano

now

the essence of knowledge

Boston — Delft

Contents

1	Introduction	3
2	Features that Make High-tech Entrepreneurial Ventures Peculiar	9
2.1	High-tech entrepreneurial ventures and high-velocity environments	9
2.2	The crucial role of human capital in high-tech entrepreneurial ventures	11
3	Taking Stock of Knowledge on the Organization of High-tech Entrepreneurial Ventures	15
3.1	The organizational structure of high-tech entrepreneurial ventures: The main theoretical lenses	16
3.2	Key structural elements of high-tech entrepreneurial ventures	26
4	Human Resource Management Practices in High-tech Entrepreneurial Ventures	51
4.1	Recruiting practices	53
4.2	Training practices	55
4.3	Retention practices	56

5	The Heterogeneity of High-tech Entrepreneurial Ventures and its Implications for their Organizational Design	59
5.1	Appropriability and organizational design challenges in the pre- and post-patenting phase	60
5.2	Open versus closed business model: High-tech entrepreneurial ventures' collaborations with the OSS community	62
5.3	The organizational design challenges of the founder-CEO	65
5.4	The organizational design of high-tech entrepreneurial ventures with academic founders	68
5.5	Entrepreneurial teams' heterogeneity and high-tech entrepreneurial ventures' organizational design	70
6	Conclusions and Some Directions for Further Research	73
	Acknowledgements	79
	References	81