

## Call for Papers

### Echoes of an Era – A Century of Organisational Studies

Hundred years ago, Henri Fayols “Administration Industrielle et Générale”, a milestone in the history of organizational thought, was published. This centenary motivates the editors of the *management revue* to launch a stream on the history of sciences of the organisation. In the forthcoming volumes, and rather on an infrequent basis, we would like to publish contributions which not only introduce the reader to one or several, interrelated seminal works of organizational theory, but also provide accompanying commentaries and an analysis of their history of effects.

The reason for this format is, given our discipline’s forgetfulness of history, to provide orientation, which not only serves teaching and young management scholars. While reference to classic thought contributes to scientific advancement in other fields of the social sciences, in our field some research issues are being addressed over and over again – without putting the associated arguments and findings in an adequate historical context. In this respect, addressing the history of thought should be understood as a contribution to the advancement of management research.

We would like to avoid a strict delimitation of the era being addressed. Contributions on contemporaries of Fayol like Frederik Winston Taylor, Frank B. and Lillian Gilbreth or Henry L. Gantt und Karol Adamiecki are as welcome as contributions are on Fayol’s predecessors or successors. By no means we are exclusively committed to the “engineers of the organisation”; economists, legal scholars and particularly the labour science community and psychologists should also be given due attention. A temporal upper boundary shall nevertheless be the 1970s, when, most notably induced by Alfred D. Chandler, strategic management and the reflection on it started to thrive.

This stream will open to submissions until the end of 2017 in the first place. It will be maintained and edited by Wenzel Matiaske (HSU/Hamburg). Submissions may accord with the formatting guidelines of the *management revue* and may be uploaded to our submission system.

Looking forward to your contribution.

Wenzel Matiaske

matiaske@hsu-hh.de

## Call for Papers

### **Entrepreneurship and Managerialization in SMEs and family firms**

Guest Editors

Paola Vola, University of Eastern Piedmont, Novara, Italy

Sylvia Rohlfer, CUNEF, Madrid, Spain

Lucrezia Songini, University of Eastern Piedmont, Novara, Italy

The competitive landscape of the twenty-first century is dynamic, highlighting the need for organizations to be entrepreneurial. Thus, a scientific dialogue on entrepreneurial orientation and spirit in family businesses and SMEs has emerged as a relevant topic. However, the capacity to conjugate entrepreneurial spirit of family businesses and smaller enterprises with the managerialization of the organizational structure and mechanisms as well as the professionalization of people involved in the company is critical for the long-term survival and development of those firms.

Research on managerialization of SMEs and family firms points out that they are characterized by a lower adoption of managerial mechanism, as a consequence of the strong linkages between the owners/managers and the enterprise; and/or the lack of managerial knowledge at the ownership, governance and management levels. It is commonly underlined that the management in these firms is characterized by some degree of informality and that individual and social control systems are more suited to these enterprises, due to common shared values and languages, informal relationships etc. (Marlow, Taylor and Thompson, 2010; Saundry, Jones and Wimberley, 2014; Rohlfer, Muñoz and Slocum, 2016).

However, some authors stated that formal mechanisms could help family owned businesses to cope with the interests and problems of both the company and the family, and their specific agency costs (Rue and Ibrahim, 1996; Schulze et al., 2003; Songini, Gnan et Malmi, 2013; Della Torre and Solari, 2013). Literature on family firms recognizes the importance of managerialization and professionalization in smoothing succession's process.

This special issue of Management Revue and the corresponding Track 03\_09 – *Entrepreneurship and Managerialization in SMEs and family firms*, under SIG 03 – Entrepreneurship, at EURAM 2017, provides an opportunity to take stock of developments on these issues, particularly on the adoption of management mechanisms and the professionalization of SMEs and family firms and their balance with entrepreneurial spirit.

We are looking for contributions that explore the ability of successful SMEs and family business to maintain fresh entrepreneurial spirit while consolidating management and control mechanisms, and introducing professional managers, but also for contributions that analyze the consequences of losing momentum in that balance.

Thus, we invite papers that make an important theoretical and/or empirical contribution to our understanding of such issues; international and comparative papers are particularly welcome. Areas of interest include but are not limited to:

- How and why SMEs and family firms restructure and reorganize the management of the firm in the light of managerialization and professionalization?
- How can SMEs and family firms balance entrepreneurial spirit and managerialization/ professionalization? How do they maintain this balance along time and during generations?
- What is the role of family members and non-family members in balancing entrepreneurial spirit and managerialization/ professionalization?
- What is the role of women (family and non-family members) in such a balance?
- What is the role of managerial mechanisms and professional managers in SMEs and family firms' development and growth?
- What are the implications of managerialization and professionalization on key employee relations characteristics, such as pay and conditions, employee voice and labor management relations?
- How and why owner/managers' approaches to managerialization and professionalization vary in relation to issues such as firm, sector, national contexts and employee characteristics, among others?
- What are the implications for owner-managers and other stakeholders, including employees?
- Which theories can best help us explain and understand managerialization and professionalization in SMEs and family firms, and the relation with entrepreneurship?

This is not an exhaustive list.

*Management Revue* is a peer-reviewed, interdisciplinary European journal publishing both qualitative and quantitative work, as well as purely theoretical papers that advances the study of management, organization, and industrial relations. Management Revue publishes articles that contribute to theory from a number of disciplines, including business and public administration, organizational behavior, economics, sociology, and psychology. Reviews of books relevant to management and organization studies are a regular feature.

<http://www.management-revue.org/>

### *European Academy of Management*

The European Academy of Management (EURAM) is a learned society founded in 2001. It aims at advancing the academic discipline of management in Europe. With members from 49 countries in Europe and beyond, EURAM has a high degree of

diversity and provides its members with opportunities to enrich debates over a variety of research management themes and traditions.

<http://euramonline.org/programme2017/tracks/sig-03-entrepreneurship-ent.html>

### *Potential authors*

Authors are encouraged to submit research manuscripts that are likely to make a significant contribution to the literature on entrepreneurship and managerialization and professionalization in SMEs and family firms for a double-blind review process.

Contributors to the track Track 03\_09 “*Entrepreneurship and Managerialization in SMEs and family firms*” at EURAM 2017 Conference are encouraged to discuss their submission prior or during the conference.

Even if conference participants will benefit from a fast review process, submissions are not solely restricted to conference participants.

### *Deadlines*

Full papers for this special issue of Management Revue must be with the editors by 31 July 2017. All submissions will be subject to a double-blind review process.

Papers invited for a “revise and resubmit” are due on the 30 November 2017.

Final decision will be made by May 2018. The special issue will be published in late 2018.

### *Submission and guidelines*

Please submit your papers electronically via the online submission system at <http://www.management-revue.org/submission/> using SI “Managerialization” as article section.

The guest editors welcome informal enquiries by email:

Paola Vola - [paola.vola@uniupo.it](mailto:paola.vola@uniupo.it)

Sylvia Rohlfer - [srohlfer@cunef.edu](mailto:srohlfer@cunef.edu)

Lucrezia Songini - [lucrezia.songini@uniupo.it](mailto:lucrezia.songini@uniupo.it)

### **Literature**

- Aldrich, H. & Cliff, J. (2003). The pervasive effects of family on entrepreneurship: toward a family embeddedness perspective. *Journal of Business Venturing*, 18(5), 573-596.
- Bettinelli, C., Fayolle, A. & Randerson, K. (2014). Family entrepreneurship: a developing field. *Found. Trends Entrep.*, 10(3), 161-236.
- Brannon, D. L., Wiklund, J. & Haynie, J. M. (2013). The varying effects of family relationships in entrepreneurial teams. *Entrep. Theory Practice*, 37(1), 107-132.
- Chenall, R. (2003). Management control system design within its organizational context: findings from contingency-based research and directions for the future. *Accounting Organizations and Society*, 28 (2-3), 127-168.

- Corbetta, G., Marchisio, G. & Salvato C. (2005). *Fostering Entrepreneurship in Established Family Firms - Crossroads of Entrepreneurship*, Springer.
- Della Torre, E. & Solari, L. (2013). High-performance work systems and the change management process in medium-sized firms. *International Journal of Human Resource Management*, 24(13), 2583-2607.
- Durán-Encalada, J. A., San Martín-Reyna, J. M. & Montiel-Campos, H. (2012). A Research Proposal to Examine Entrepreneurship in Family Business. *Journal of Entrepreneurship, Management and Innovation*, 8(3), 58-77.
- Fayolle, A. (2016). Family entrepreneurship: what we need to know. In K. Randerson, C. Bettinelli, G. Dossena, & A. Fayolle (eds.), *Family Entrepreneurship: Rethinking the Research Agenda* (pp. 304-306). Abingdon, UK: Routledge.
- Hoy, F. & Sharma, P. (2010). *Entrepreneurial Family Firms*. New York, NY: Prentice Hall.
- Jennings, J. E. & McDougald, M. S. (2007). Work-family interface experiences and coping strategies: implications for entrepreneurship research and practice. *Academy of Management Review*, 32(3), 747-760.
- Malmi, T., & Brown, D. A. (2008). *Management control system as package - Opportunities, challenges and research directions*. *Management Accounting Research*, 19(4), 287-300.
- Marlow, S. Taylor, S & Thompson, A. (2010). Informality and formality in medium-sized companies: contestation and synchronization. *British Journal of Management*, 20(4): 954-966.
- Randerson, K., Bettinelli, C., Fayolle, A. & Anderson, A. (2015). Family entrepreneurship as a field of research: exploring its contours and contents. *Journal of Family Business Strategy*, 6(3), 143-154.
- Randerson, K., Dossena, G. & Fayolle, A. (2016). The futures of family business: family entrepreneurship. *Futures*, 75, 36-43.
- Rohlf, S., Muñoz Salvador, C. and Slocum, A. (2016). People management in micro and small organizations – a comparative analysis. *FUNCAS: Estudios de la Fundación. Series Análisis*, no. 79.
- Sharma, P. (2016). Preface. In K. Randerson, C. Bettinelli, G. Dossena, & A. Fayolle (eds.), *Family Entrepreneurship: Rethinking the Research Agenda* (p. xiv). Abingdon, UK: Routledge.
- Songini L. (2006). The professionalization of family firm: theory and practice. In Poutziouris P., Smyrnios K. & Klein S. (eds.), *Handbook of Research in Family Business* (pp. 269-297). UK: Edward Elgar Publishing.
- Songini, L. & Gnan, L. (2009). Glass ceiling and professionalization in family SMEs. *Journal of Enterprising Culture*, 17(4), 1-29.
- Songini, L., Gnan, L., & Malmi, T. (2013). The role and impact of accounting in family business. *Journal of Family Business Strategy*, 4, 71-83.
- Songini, L. & Gnan, L. (2014). The glass ceiling in SMEs and its impact on firm managerialization: A comparison between family and non-family SMEs. *International Journal of Business Governance and Ethics*, 9(2): 287-312.
- Songini, L. & Vola, P. (2014). The role of Managerialization and Professionalization in Family Business Succession: Evidences from Italian Enterprises, in L. Gnan, H. Lundberg, L. Songini & M. Pellegrini (eds.), *Advancing European Entrepreneurship Research* (pp. 169-196). IAP, Information Age Publishing Inc.
- Songini, L. & Vola, P. (2015) The Role of Professionalization and Managerialization in Family Business Succession. *Management Control*, 2015/1, 9-43
- Songini, L. & Gnan, L. (2015). Family Involvement and Agency Cost Control Mechanisms in Family Small and Medium-sized Enterprises. *Journal of Small Business Management*, 53(3), 748-779.