



SIG 03 - ENT - Entrepreneurship

We invite you to submit your research to explore the theme of *The Business of Now: the future starts here* for the EURAM 20th Conference.

We look forward to receiving your submissions.

T03_11 - Entrepreneurship vs. Managerialization & Professionalization in SMEs

Proponents:

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Short description:

The topic welcomes empirical and conceptual contributions on the professionalization and managerialization in SMEs and family business (FB), realized through the introduction of professional competences and formal managerial systems. SMEs and FBs often see professional management and entrepreneurial management as mutually exclusive concepts. Nevertheless, when grievance, cognitive conflicts or business concerns emerge, they may perceive entrepreneurial management as an obstacle for exploiting successful behaviours. Therefore, facing these tensions, balancing professional management and entrepreneurial management becomes one of the greater challenges for SMEs.

Long description:

Mainly due to their innate informality in business management, SMEs and family businesses (FBs) feature some weaknesses. Conjugating the entrepreneurial spirit of the firm with the managerialization of its structure and mechanisms as well as the professionalization of owners, managers, and business management is critical for the survival and development of smaller firms.

Due to their organizational life cycle, informal structures and lower widespread adoption of managerial systems often characterize SMEs and FBs. A successful transition to more managerialized structures and systems requires appropriate and consistent competences and specific mechanisms to influence behaviours. This transition mainly occurs through organizational changes in response to environmental challenges, which require modifications to the traditional informal structures and systems of SMEs, especially during the founder stage.

The transition toward new structures and the introduction of professional competences are known as the professionalization process, while the introduction of formal managerial systems is called as the managerialization process.

A mutual relationship characterizes the professionalization and managerialization processes in



SMEs. The adoption of managerial systems, such as strategic management, human resource management (HRM), accounting, marketing, and operations management systems requires the introduction of professional competences, consisting in different knowledge, skills, and experiences in designing, implementing, and managing the various managerial systems.

We invite papers that make theoretical and/or empirical contributions to these issues; international and comparative papers are particularly welcome; also, papers from the family business research field are particularly welcome. Areas of interest include:

Why do SMEs and FBs managerialize and/or professionalize?

How do SMEs and FBs managerialization and professionalization may contribute to economic growth?

How can we distinguish SMEs and FBs based on the professionalization and managerialization processes? Is there specific industry or public infrastructure contingencies pushing for innovation?

How can SMEs and FBs balance entrepreneurial spirit and managerialization/professionalization over time?

What are the roles of family members and non-family members in balancing entrepreneurial spirit and managerialization/professionalization?

What is the role of women in such a balance in term of gender equality?

What are the implications of managerialization and professionalization for key employee relations?

How do SMEs and FBs managerialization and professionalization may contribute to develop mutual gains with respect to employees (decent work)?

How and why do owner/managers' approaches to managerialization and professionalization differ?

To what extent do professionalization and managerialization affect firm performance?

How do SMEs and FBs managerialization and professionalization may ask a specific educational goal for new generations of managers?

How is the relationship between governance, strategy and professionalization and managerialization processes in SMEs articulated?

Keywords:

- SMEs
- Entrepreneurship
- Professionalization
- Managerialization

UN Sustainable Development Goals (SDG):

Goal 4: Quality education, Goal 5: Gender equality, Goal 8: Decent work and economic growth, Goal 9: Industry, Innovation, and Infrastructure.

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Emerald publication

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AUTHORS GUIDELINES

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