



Strategic Interest 03 – Entrepreneurship (ENT)

<http://www.euram-online.org/annual-conference-2018.html>.

Dear EURAM members and friends,

With our theme **Research in Action**, we invite you to participate in debate about how we can use and develop our knowledge better so that solving problems and dealing with issues can become more effective. We look forward to receiving your submissions.

T03_10 Managerialization and Professionalization in SMEs and family firms

Corresponding Proponent:

Sylvia Rohlfers, srohlfer@cunef.edu

Proponents:

Lucrezia Songini, lucrezia.songini@uniupo.it

Luca Gnan, luca.gnan@uniroma2.it

Frank Lambrechts, frank.lambrechts@uhasselt.be

Paola Vola, paola.vola@uniupo.it

Giulia Flamini, giulia.flamini@uniroma2.it

Short Description:

This track welcomes empirical and conceptual contributions to the debate amongst SME and family firm scholars about the diffusion of formal managerial mechanisms, including strategic planning, managerial control systems, and human resource management systems. This may go together with the professionalization of the firm, i.e., the upgrading of human skills, knowledge

and experience and the diligent application of specialized knowledge in the firm's management. A critical issue to ensure growth and sustainability is to understand the 'practice' of managerialization and professionalization, while, at the same time, we need to understand the underlying 'science' to help us explain why it happens.

Long Description:

SMEs, in particular family-owned enterprises, contribute significantly to the competitiveness of national economies. In comparison to large enterprises they feature some weaknesses, mainly due to their innate informality in business management. The capacity to conjugate 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 family firms.

This track contributes to the debate on the managerialization of SMEs and family SMEs. We understand managerialization as the diffusion of formal managerial mechanisms, including strategic planning and managerial control systems as well as human resource management systems. This may go together with the professionalization of the firm, i.e., the upgrading of human skills, knowledge and experiences and the diligent application of specialized knowledge for the firm's value creation.

SMEs and family firms feature a lower adoption of managerial mechanisms; the management in these firms is characterized by some degree of informality, due to common shared values, languages, informal relationships etc. (Marlow, Taylor and Thompson, 2010; Saundry, Jones and Wimberley, 2014; Mayson and Barrett, 2006; Rohlfer, Muñoz and Slocum, 2016).

Formal mechanisms could help cope with the interests and problems of both the firm and the family (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. Although "intensive HRM can influence the financial health of small firms both positively and negatively" (Sels et al., 2006: 337), the development of such unique human resources may contribute to the long-term survival of the firm (Andrews and Welbourne, 2000; Welbourne & Welbourne, 1996; Mayson and Barret, 2006).

We invite papers that make theoretical and/or empirical contributions to these issues; international and comparative papers are particularly welcome. Areas of interest include:

- How and why do SMEs and family firms managerialize and/or professionalize?
- How can SMEs and family firms balance entrepreneurial spirit and managerialization/ professionalization over time and across generations?
- What are the roles 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 are the implications of complex organizational social contexts for the implementation of HRM practices and managerial control systems.
- What are the implications of managerialization and professionalization for key employee relations?

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

Publishing Outlets:

- Journal of Evolutionary Studies in Business
- Management Revue

For more information:

Contact the proponents above mentioned.

Submission Deadline: 10 January 2018 (2 pm Belgian time)

Authors Guidelines and Submission Deadline:

As an author, it is crucial to follow the guidelines and formatting instructions to prepare and submit your paper in order to have it published in proceedings.

ONE PRESENTING AUTHOR PER PAPER SUBMISSION

Each individual is limited to one personal appearance on the programme as a presenting author. This policy precludes acceptance of papers for more than one presentation. In other words, **an author can submit and present only one paper**. However, a presenter can always be a non-presenting co-author on additional papers.

Please read the instructions carefully prior to submitting:

1. Each paper can only be submitted to ONE track.
2. Submitted papers must NOT have been previously published and if under review, must NOT appear in print before EURAM 2018 Conference.
3. To facilitate the blind review process, remove ALL authors identifying information, including acknowledgements from the text, and document/file properties. (Any submissions with author information will be automatically DELETED; author information and acknowledgements are to be included in a SEPARATE document).
4. The entire paper (title page, abstract, main text, figures, tables, references, etc.) must be in ONE document created in PDF format.
5. The maximum length of the paper is 40 pages (including ALL tables, appendices and references). The paper format should follow the [European Management Review Style Guide](#).
6. Use Times New Roman 12-pitch font, double spaced, and 1-inch (2.5 cm) margin all around.
7. Number all of the pages of the paper.
8. No changes in the paper title, abstract, authorship, track and actual paper can occur AFTER the submission deadline.
9. Check that the PDF File of your paper prints correctly and ensure that the file is virus-free. Submissions will be done on-line on the EURAM 2018 website (open as of 1 December 2017: see <http://www.euram-online.org/annual-conference-2018.html>.)
10. Only submissions in English shall be accepted for review.
11. In case of acceptance, the author or one of the co-authors should be available to present the paper at the conference. A presenting author can only present one paper at the conference.