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 track welcomes research that contributes to a better understanding of behavior and mechanisms constituting the formation and diffusion of entrepreneurial management. Balancing professional management and entrepreneurial management through the introduction of professional competences and formal managerial systems (management structure, knowledge management, HR system), an organization can remain competitive and contribute to organizational goals (growth, innovation) and societal value creation (well-being, decent work). The track provides an opportunity to take stock on these developments and to address entrepreneurial management in combination with related fields like dynamic capabilities, professionalization, managerialization, internationalization.

**Long description:**
To create growth and increase the effectiveness of new business venturing as well as small- and medium-sized enterprises (SMEs) entrepreneurial management practices play a pivotal role in exploiting entrepreneurial knowledge and utilizing it towards opportunity exploitation (Goel & Jones, 2016), innovation (Hirsch & Ramadani, 2017) and talent development (Pinheiro & Stensaker, 2014). Due to the organizational life cycle, the firm development need of a successful transition to more managerialized structures and systems that requires appropriate and consistent competences and specific mechanisms to influence behaviours and mechanism. This transition mainly occurs through organizational changes in response to environmental challenges, which require modifications in structures and systems. The adoption and the introduction of new managerial systems (such as strategic management, human resource management - HRM, accounting, marketing, and operations management systems) asks for professionalization intended as the introduction of professional competences and consisting in different knowledge, skills, and experiences in designing, implementing, and managing the various managerial systems.

The track addresses entrepreneurial management practices and knowledge from interdisciplinary and multi-level angles as an important variable in the interplay between individual, organizational, and institutional contexts. We invite empirical and conceptual research that contributes to a better understanding of behavior and mechanisms constituting the formation and diffusion of entrepreneurial management practices. These managerial practices include a wide range of means that help a firm to remain competitive and contribute to organizational and societal value creation. According to Gupta et al. (2004), entrepreneurs need to fill entrepreneurial and leadership roles and guide the organization through change by implementing certain bundles of practices to build strong dynamic capabilities to sense and seize innovation opportunities, (introducing new products, processes or practices, tools and skills), to successful venture (entering new businesses) or to renew strategically (improving internal coordination; Teece, 2016). Thus, a better understanding of the dynamics of entrepreneurial and managerial behavior of entrepreneurs is crucial. 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 do entrepreneurial management practices may contribute to economic grow? How can firms balance entrepreneurial spirit and professionalization over time? What is the role of women in improving entrepreneurial management practices? What are the implications of entrepreneurial management practices for key employee relations? How do entrepreneurial management practices may contribute to develop mutual gains with respect to employees (decent work)? How and why do owner/managers' approaches to entrepreneurial management practices differ? To what extent do entrepreneurial management practices affect firm performance? How do entrepreneurial management practices may ask a specific educational goal for new generations of managers? How is the relationship between governance, strategy and entrepreneurial management practices processes in SMEs articulated?

**Keywords:**
Entrepreneurial management  
Professionalization and managerialization  
Knowledge management  
Dynamic capabilities  
Opportunity exploitation  
High performance work systems  

**UN Sustainable Development Goals (SDG):**

**Publication Outlet:**  
Management revue – Socio-Economic Studies (http://www.mrev.nomos.de/)

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