



## Call for contributions

*HRM and entrepreneurial territorial approaches  
Which issues? What process? Which limits?*

### International Management Review

**Dominique Philippe MARTIN**, IAE de Rennes1, CREM UMR 6211

**Philip SHAPIRA**, Alliance Manchester Business School and Georgia Institute of Technology

**Ludivine CALAMEL**, Grenoble Ecole de Management

**Virginie GALLEGO-ROQUELAURE**, IAE de Lyon, Centre Magellan

There appears to be a contradiction between internationalization, trade without distance restrictions, the dematerialization of these exchanges, and the fact that it puts the role of the territorial dimension in the lead, as noted in the work on “clusters”, business ecosystems, etc. (Roth and Avioutsikii, 2014; Bocquet and Mothe, 2015). Yet to link internationalization and territories creates very practical issues. For example the concept of having a competitive advantage is now reported territorially, like the value chain which can be seen fragmenting and being inserted into an international decomposition of activities and revenues between territories (Krugman, 1987; 1990)

However, one should not have a fixed and purely cadastral vision of territory. As seen in the theories of endogenous growth (Dean et al., 2011), there is clearly an association between the amount of localized knowledge and its economic, social and technological transformation and growth in the same territory (Laranja et al., 2008). All these academic and political decisions at regional, national or international levels stress the central role of three factors: the human capital, innovation in all its forms (Pichault and Picq, 2013), and lastly the entrepreneurial dimension. (2013),

Indeed, HRM now exceeds organisational boundaries and is expected to do so territorially (Jolink and Dankbaar, 2010; Defelix et al., 2009; Mazzilli and Pichault, 2015). This may have a local or even international dimension (Delbridge, 2011).

Territories become similar in entrepreneurship: leaders cross organisational limits in order to pool information or develop collaborative projects within networks (laminar, Faye and Chebbi 2004). In addition, initiatives such as the organisation of competitive clusters promote an entrepreneurial dynamic in the same territory, closer to universities and research centres (Messeghem and Sammut, 2011, Autant-Bernard, Mangematin and Massard, 2006). This entrepreneurial dynamic may also exceed the local territory and extend internationally (Coeurderoy, 2005).

This call for contributions aims to cross “territory, HRM and entrepreneurship”. Priority will be given to articles that focus on the combination of these three terms. However, articles that cover only “territories and HRM” or “territories and entrepreneurship” will also be examined.

Three focal points are prioritised and here we propose some of the questions associated with them:

1. *The study of issues*

- Within a territorial perspective, is it really necessary to build a shared vision involving all stakeholders? -

Could we have imagined that setting up the development of a joint project in the same territory could create such strongly different processes: emergence, selection management, hierarchical control (Volberda and Lewin, 2003)?

2. *Analysis of the process*

- How can we build entrepreneurial projects and inter-organisation HRM simultaneously?

- How did the idea of territorial entrepreneurial dynamics emerge and what is the role of HRM?

3. *Identifying the limits*

-Could territorial proximity sometimes be an obstacle to the emergence of new HRM practices and/or entrepreneurial dynamics?

-Are the present entrepreneurial projects within the competitiveness clusters likely to restrict the emergence of inter-organisational HRM practices?

Contributions can have a theoretical and/or empirical basis. Manuscripts should be sent by email to [ludivine.calamel@grenoble-em.com](mailto:ludivine.calamel@grenoble-em.com) and [virginie.roquelaure@univ-lyon3.fr](mailto:virginie.roquelaure@univ-lyon3.fr) by no later than July 2016. Authors will be notified on October 2016 if their proposal is accepted or rejected.

The publication of this thematic dossier is planned for volume 22.

Articles must comply with the standards outlined in the editorial policy of the International Management Review (<http://www.managementinternational.ca/en/authors-section/>).

## **Bibliographic references**

Autant-Bernard, C., Mangematin, V. et Massard, V. (2006), Création of biotech SMEs in France : the role of local environment, *Small Business Economics*, Vol. 26, n° 2, pp. 173-187.

Bocquet, R. et Mothe, C. (2015), Le rôle de la gouvernance des clusters dans les capacités dynamiques d'absorption des PME, *Management International*.

Coeurderoy, R. (2005), « Internationalisation des entreprises en démarrage et systèmes juridiques : une analyse institutionnelle des choix de localisation », *Management International* Vol. 9, n° 3, pp. 51-64.

Defelix, C., Mazzilli, I., Retour, D. et Picq, T. (2009), « Piloter les projets d'innovation au sein des pôles de compétitivité: développer les leviers managériaux et humains», *Finance Contrôle Stratégie*, Vol. 12, n°4, pp. 89-113.

Delbridge, R., Hauptmeier, M. et Sengupta, S., (2011). Beyond the enterprise: Broadening the horizons of International HRM. *Human Relations* 64, 483-505.

Delmar, F., Wennberg, K. et Hellerstedt, K. (2011), « Endogenous Growth Through Knowledge Spillovers In Entrepreneurship: An Empirical Test. *Strategic Entrepreneurship Journal*, 5, p.199-226.

Jolink, M., et Dankbaar, B. (2010), « Creating a climate for inter-organizational networking through people management » *The International Journal of Human Resource Management*, Vol. 21, n°9, pp. 1436-1453.

Krugman, P. (1987), « Is Free Trade Passé? », *Economic Perspectives*, Vol. 1, n° 2, Fall, pp. 131-144.

Krugman, P. (1990), *Rethinking International Trade*, second printing, MIT Press, Cambridge, 282 p.

Lamine, W., Fayolle, A. et Chebbi, H. (2014), « Quel apport de la théorie de l'acteur-réseau pour appréhender la dynamique de construction du réseau entrepreneurial ? », *Management International*.

Laranja, M., Uyarra, E. et Flanagan, K., (2008). Policies for science, technology and innovation: Translating rationales into regional policies in a multi-level setting. *Research Policy* 37, 823-835.

Mazzilli, I. et Pichault, F. (2015), « La construction des dispositifs de GRH territoriale : grille d'analyse et modalités du processus de traduction », *Management International*.

Messeghem, K. et Sammut, S. (2011), *L'entrepreneuriat*, Editions EMS.

Pichault, F. et Picq, T. (2013), Le rôle des RH dans l'entreprise tendue vers l'innovation. *Revue Française de Gestion*, Vol. 39, n°233, pp. 161-182 ;

Roth, F. et Avioutskii, V. (2014), « Les clusters régionaux comme forme de gouvernance territoriale : l'étude du « cercle vertueux » IDE – spillovers technologiques – pouvoirs publics en Pologne », *Management International*.

Volberda, H.W. et Lewin, A.Y., (2003). Guest editors' introduction - Co-evolutionary dynamics within and between firms: From evolution to co-evolution. *Journal of Management Studies* 40, 2111-2136.