



Call for Papers

Humanistic Management Journal Special Issue

Humanistic Management and Family Businesses: Challenges, Perspectives, and Opportunities

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In a broad sense, Humanistic Management (HM) focuses on the centrality of people and human aspects in managing organizations, especially in terms of flourishing and well-being (Melé, 2016). In this perspective, HM is a need for good management (Rosanas, 2008) and, at the same time, a challenge to achieve a higher ethical quality in management (Melé, 2003a), creating a “value-based management” (Anderson, 1997) and fostering values in organizations (Argandoña, 2003). In accordance to these general statements, it is interesting to investigate whether specific organizations having a peculiar system of values are able to be a source of inspiration for the others, and above all, understanding which these organizations are. A particular kind of firms represent a relevant starting point: the family business. This firm, in which family is the essence, possesses a complex of values that lead to a good ethical conduct (Koiranen, 2002). An increasing number of contributions analyze family business values (Arregle, Hitt, Sirmon, & Very, 2007; Klein, 2008; Ling, Zhao, & Baron, 2007; Sharma & Nordqvist, 2008; Tàpies & Ward, 2008; Aronoff & Ward, 2011), by understanding the relationship between family and business values, antecedents to values, and how values relate to family and business outcomes (Sorenson, 2014). In addition, several studies have highlighted that family businesses pursue non-financial goals (Gomez-Mejia, Cruz, Berrone, & De Castro, 2011), engage stakeholders in the strategy

(Eddleston, Kellermans, & Zellweger, 2012), and obtain legacy through the imprinting (Jaskiewics, Combs, & Rau, 2015; Kammerlander, Dessì, Bird, Floris, & Murru, 2015).

With this in mind, this special issue seeks to delineate a theoretical and empirical framework about the relevance of values in family firms in terms of strategy, management and good behaviors. Many interesting questions could be addressed in this topic, with the aim of capturing family firm distinctiveness, providing conceptual and practical aspects that are generalizable to nonfamily businesses (Miller, Steier, & Breton-Miller, 2016).

The following questions would constitute suggestions for research endeavors, but other studies are welcome:

- How are antecedents of values in family firms?
- How do values intercede to the complexity of the family business system?
- How do value system evolve and affect family business longevity?
- What is the role of founder in sharing and spreading value inside the family owned business?
- What are the main values able to differentiate family businesses from nonfamily businesses?
- How does family business create value?
- How does psychological ownership determine and affect values dissemination inside and outside the family firm?
- How do family firm values support the evolution and the growth of the firm?
- What are the aspects of family culture that affect “value-based management”?
- How does family values sustain the firm during crisis or income decreasing?
- What are emergent values able to lead family owned business in the new century?

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