

Call for Papers - Thematic Issue

From African performances to African performance

Guest Editors:

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This call for articles is addressed particularly to authors conducting research anchored in sub-Saharan Africa and backed mainly by the theoretical corpus of economics and/or management.

This involves particularly proposing research work, finalized or in progress, focused on the performance of African companies in a multidimensional perspective (Biwolé Fouda, Cause and Ngantchou, 2018; Dadzie, 2012). The notion of performance is controversial as to its conception, definition, measurement or quantification (Croce, 2018; George, 2015). In this perspective, it is a question of showing that performance as understood by African companies differs from that of Western companies (Galdino and al. 2018; Dia, 1990; Bourgoin, 1984). For Western companies, the literature on performance is generally based on financial and non-financial criteria (Dadzie, 2013; Shinkle, Kriauciunas and Hundley, 2013). However, it must be recognized that the financial criteria are the most prevalent. On the other hand, in African companies (Acquaah, 2012; Amaeshi and Idemudia, 2015; Demuijnck and Ngnodjom, 2013), even if financial criteria are still important in measuring performance - especially through foreign direct investments in the capital of large companies (Djoutsa Wamba *and al*, 2017) - many other criteria are just as important (the long-term vision, values of solidarity, community, CSR, etc.). These other criteria are due to the specificity of the knowledge developed on performance in the African context (Tannery, 2019; Kühn, Stiglbauer and Fifka, 2018; Michalopoulos and Papaioannou, 2015). Indeed, the anchoring of this continent in family, ethnic, clan, religious, tribal and other forms of collective coherence, explains that the performance of companies is not completely quantified (Ancarani and *al*, 2014; Ayimpam, 2014; Littlewood and Holt, 2018). The forgotten dimensions of performance must be the subject

of more in-depth investigations within the framework of this call (Adegbite, 2015; Bakengela Shamba and Livian, 2014; Causse, 2018). Considering all forms of performance by African companies will undoubtedly contribute to improving Africa's overall economic performance.

Furthermore, the covid-19 health crisis that the world is facing may lead to a paradigmatic change in the form of globalization practiced so far. We could witness a questioning of the forms of production, distribution and management of organizations in Western countries. Moreover, the resilience resulting from this unprecedented crisis will have an impact on business ecosystems and specifically on performance measurement systems, calling for more original and creative responses. These questions are all more acute because the African continent with its approaches based on the invisibility of management, the existence of "irrational" variables, the management by ambiguity and complexity and sometimes ambivalent social relationships, could contribute to the reconceptualization of the concept of organizational performance. Thus, the hyper performance of the Western world before the health crisis, may succeed several forms of performance based on an implicit management of things and people, less conventional approaches and approaches more anchored in local environments.

The contributions can be based on the description and analysis of new economic and managerial practices (Kolk and Lenfant, 2015). Certain proposals can also revisit the old practices under the prism of paradigms more in coherence with the local, national and sub regional logics of the continent, rather than with simple duplications or replications of theories conceived and developed in the Western countries (Zadi and Kessy, 1998).

With this call, it is a question of highlighting original theoretical and empirical approaches dealing with new types of collective action, new organizational forms - neither formal nor informal - new alternative practices linked to the so-called circular and solidarity economy. (Baba, 2018; Rooks et al, 2016, Ngobo and Fouda, 2012).

Technological issues are also encouraged with, particularly, a dual focus on electric Africa and digital Africa (Boscari, 2018; Erthal and Marque, 2018; Levin and Barnard, 2013). The specificities of the latter in terms of resources, infrastructure, networks but also frugality, inventiveness and agility generate great research opportunities (Michel et Bidan, 2018; Radjou and Prabhu, 2015; Sambamurthy and Grover, 2003). To address the diversity of these questions, contexts and territories, approaches based on field-oriented methodological approaches of research-action or research-intervention will be welcome as well as epistemological interpretative or constructivist postures (Girod-Séville and Perret, 1999; Charreire and Huault, 2001; Erthal and Marque, 2018). However, in the light of the richness, complexity and abundance of initiatives currently observable on the continent, the more conventional approaches and positions will be understood with interest as soon as the central research question is original and strongly focused on the field, practice and experiential. This call will appreciate receiving articles related to the following subjects, fields, cases and themes without any claim of completeness of course:

- *Women, family and entrepreneurship*
- *Role of clan, family, religious and / or ethnic ties in the processes*
- *Music, textiles, mechanical repair, delivery and other sectors of micro entrepreneurship*

- *E-payment, digital tontine, crowdfunding, etc. and new approaches to financing*
- *Various forms of rationality, traditional practices, role of myths and beliefs*
- *Digital entrepreneurship tested by the robustness and stability of networks*
- *Decision-making, fabricating information, control over social networks*
- *Specificities of family and practical entrepreneurship and transmission of power*
- *Resilience, efficiency and performance of economic activity in an uncertain context*
- *E-commerce in the face of last-mile logistics, e-payment and addressing*
- *Health crises, security crises, economic crises and resilience of entrepreneurs*
- *Too much or no management / managers, case of NGOs and multinationals*
- *Extraction, mines, timber, bushmeat, pharmacies by land and specific sectors*
- *Formal, informal, hybrid, ambiguous, liberated, and other organizational forms*
- *Management control and management tool, how to control and why control?*

Calendar:

- May 2020: Publication of Call for Papers
- July 13, 2020: Abstract submission proposal
- February 1, 2021: First proposal
- September 1, 2021: Second proposal
- January 10, 2022: Final proposal for acceptance
- September 2022: Publication of special issue

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<https://www.cairn.info/revue-marche-et-organisations.htm>

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