

issue 185 June-July 2008

**IX Contributors to this issue****1** *The corporate governance of the listed family firm. The reasons to choose the two-tiers system*

Céline Barrédy

The structure with a management board and a supervisory board, the two-tiers system, is not much studied. However, most of the french listed family firms choose this structure. While the theories of governance are not focused on family firms, we use a methodology based on seven case studies and a content analysis of annual reports to explain why this structure is chosen and fits with specific issues of the governance of listed family firms.

**21** *Boards and networks of directors in Europe*

Gilles Guieu, Pierre-Xavier Meschi

Between individual stakeholders and global institutionalized mechanisms, social networks constitute a level of analysis as well as a change mechanism of an organizational field. This article aims to describe the structure and dynamics of specific social networks – namely, networks of directors – in Europe over the period 2000-2003. These networks vary in size, form and structure. The findings show that there are very few regional board interlocks. These findings contribute to the debate on the convergence of economic institutions in Europe by pointing out the persistence of nation-level idiosyncrasies.

**47** *Public firms and sustainable development. Thinking about adhesions*

Sandrine Rousseau

Sustainable development strategies or social and environmental responsibility politicises are often considered as a social progress, “a good practice”. However, for some firms (like big public enterprises or just privatized ones), these kind of strategies could represent rather a decline in terms of commitment. We attempt to demonstrate in this paper that the move towards sustainable development by almost all of these firms constitutes a form of mutation of the public service and in fine a lesser service given to the public.

65 *How to control opportunism in virtual corporations?*

Frédéric Fréry

Because they outsource most of their value chains, virtual corporations are exposed to a major risk: their partners can behave opportunistically. In order to mitigate that risk, it is necessary to implement control processes that cumulate three features: dissuasion, efficiency, and balance. Four processes can be used for that purpose: a strategic lock-in, the control of transactions along the network, a contract (either a legal contract or a psychological contract) and a trust generating interface.

**File: Entrepreneurship in action**

Guest Editors: Émile-Michel Hernandez, Michel Marchesnay

83 *Entrepreneurship : from action without learning... to actionnable learning*

Émile-Michel Hernandez, Michel Marchesnay

89 *The process of entrepreneurship as organizational emergence*

Émile-Michel Hernandez

The field of entrepreneurship, to become too focused on business creation, has long neglected its corollary, the creation of organization. The aim of this work is to bridge this gap. The first paragraph states the first concept of organization and that of émergentisme. A second paragraph, through several case studies, showing how in practice entrepreneurs move from project to the organization. The conclusion questioned the sustainability of the emerging organization.

107 *Innovation and entrepreneurship : practices and principles*

Cécile Fonrouge

New structures, systems and managerial practices are parts of organizational changes. That is why we have to study them in entrepreneurship. Three cases studies of internal innovation are presented: a network of small firms, a digital mock-up system and practices that mix exploration and exploitation activities. Results show the organizational effects of technological choices and the role of human capital to reconfigure the way people works.

125 *The entrepreneurial strategy of development. In the case of the craft enterprise*

Marion Polge

This article proposes to study the notion of development strategy of craft enterprise as an entrepreneurial process. The craft enterprise represents a place

where the valuation of the profession is a result of skill which the enterprise's leader owns. The aspiration to a growth strategy is limited in reason of denaturizing of know-how and distinctive competences. So, the development strategy corresponds to deployment or an expansion of activity. Which alternatives for the development of the craft enterprise on this conditions?

- 141 *New venture creation and perceptions of entrepreneurial risk*  
Alain Fayolle, Saulo D. Barbosa, Jill Kickul

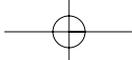
Entrepreneurship is a multidimensional phenomenon and yet as scholars, we continually use unidimensional measures in many areas of our research to capture and assess our own beliefs, hypotheses, and models of entrepreneurial behavior. For example, our own measures of risk have relied on only one underlying assessment and measurement of how entrepreneurs perceive risk as it relates to their own judgments and decisions regarding the new venture creation process. Our current research presents the development and validation of a multidimensional measure designed to assess the perceived risk associated with entrepreneurial venture intentions. We report analyses of both the internal construct development and cross-structure of a new scale. On the internal construct development side, two meta-dimensions emerged: risk as threat and risk as opportunity, each one representing financial, social, and personal dimensions.

- 161 *Developing an entrepreneurial culture in young people.*  
*Theory and practice*  
Catherine Léger-Jarniou

The role of engineers is changing and nowadays they are also expected to be good entrepreneurial managers. Our study explores to what extent the entrepreneurial culture can be developed in a relatively short timeframe in a population of student engineers through an interactive and engaging teaching approach based on a specific strategy. Our study differs in its focus which is developed within a framework of acculturation rather than intentions. The concept of the entrepreneurial culture subsumes the larger notion of culture in general and uses entrepreneurship as a value creation process and a driver in the development of the entrepreneurial mindset (or entrepreneurial spirit), no matter what the situation.

- 175 *The entrepreneurial case: return to maieutics*  
Michel Marchesnay

The case method was inspired by the Socratic maieutics, rediscovered by the American pragmatists, at the end of the nineteenth century. The contributions by James and Dewey to the case approach are exposed. That method will be applied at the Harvard Law School, for trial decision learning, then, due to anti-



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trust laws, at the Harvard Business School. However, the education for managers and executives used a systematic and procedural application, in place of a systemic and processual one, of managerial models to strategic problems solving of hierarchical organisations. The entrepreneurial learning implies to start from highly individual situations and problems, needing singular answers, got by interaction between principles and actions, including protagonists.

191 **Summary**

195 **Instruction for authors**

