

**ORGANIZATIONS :
MANAGING THROUGH THE METAMORPHOSIS**

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a case study of a French railway company*
Mélia Djabi, Jean-François Chanlat

Identification of employees to their organization is a challenging managerial issue particularly in the context of organizational change. From a review of the research on identification theories and an exploratory study of a French railway company (SNCF), the authors propose to explore how perceptions of organizational identity change influence organizational identification. By combining several concepts – the perception of organizational identity change, identification process, identification types and identity profiles – this paper presents an affinity of these notions which have been separated until now.

- 59 *High-involvement practices and organizational innovation:
a winning combination*
Sandra Dubouloz

This paper aims to identify the high-involvement practices that can favour the adoption of an Organizational Innovation (OI) and to understand the mechanism. While a growing number of companies decide to adopt OI such as *Lean Manufacturing*, many have difficulties to sustain their use. Through six case studies of French manufacturing firms which have more or less successfully adopted *Lean Manufacturing*, we propose here a new model of OI adoption which integrates so far neglected human resource management practices.

87 *Intellectual capital, strategic capabilities and product innovation: a study of industrial SME configurations*

Richard Lacoursière, Louis Raymond, Bruno Fabi, Josée St-Pierre

Can we observe, in small and medium-sized manufacturing enterprises (SMEs), various strategic capability configurations? If so, are these configurations related to the intellectual capital held by these firms? And to what extent are these configurations related to the product innovation performance of SMEs? These are the research questions addressed in this article. The results of an empirical study of 267 SMEs show that *entrepreneurial* SMEs differ from the others by their superior HRM capabilities as well as by their high levels of intellectual capital.

101 *What about skills, tactics and practices of remote workers? Evidence and analyses*

Valérie Fernandez, Caroline Guillot, Laurie Marraud

We aim to address the notion of “teleworking”, about the most classical meaning (home working) and various realities that it involves: i.e. different shapes of work organization without common units of time and space. We analyzed results of a qualitative study conducted with 47 persons that regularly work “remote”. This paper expose main features of realities of these “new” professional practices in relation with individual or collective tasks, with coordination modes and with managerial control. We analyze ICT 5 (Information and Communication Technologies) place in these remote work activities.

119 *Customer relationship management and internet. Strategic imperatives of the implementation by SMEs of a successful e-CRM project*

Moez Bellaaj

Electronic Customer Relationship Management (e-CRM) in the small and medium sized enterprises received these last years a particular attention in the business environment. However, it's surprising to see that the failure percentage of these initiatives is still relatively high. Also, few studies have examined the key success factors of e-CRM adoption in these companies. To fill this gap, this research treats the strategic determinants of successful e-CRM implementation.

139 *The influence of interorganizational networks on firms' activities*

Matthieu Mandard

In recent decades, many studies rooted in economic sociology have emphasized the importance of the influence of inter-organizational networks on firms' activities. However, the relationship between network effects and firms' activities has not been clearly established. This is what this article proposes to do, by distinguishing the effects of inter-organizational networks on exploitation and exploration activities. The implications regarding ambidexterity are then discussed.

153 *Gender diversity and corporate governance: endogenous determinants*
Mamadou Toe

This research deals with the determinants of the glass ceiling defined as a set of artificial barriers that prevent qualified women to advance and progress in the organization. It is particularly focuses on organizational characteristics which enable women participation in governance structures. The research is conducted by using quantitative approach applied to a panel data from the French SBF 120 between 2004 and 2008. Our results show that firm strategy, industry type, firm capital structure and social environment significantly affect gender diversity in corporate decision-making and control structures.

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