



**Atlas/AFMI**

**5<sup>th</sup> Annual Conference  
Association Francophone de Management International**

**TRANSITIONS AND INTERNATIONAL MANAGEMENT  
CFVG - Centre Franco-Vietnamien de Formation à la Gestion<sup>1</sup>, Hanoi  
May 12, 13 and 14, 2015**

#### **About Atlas/AFMI**

Atlas/AFMI association was created in the fall of 2008, as the initiative of a group of professors in international Management, the co-authors of “The Paradoxes of Globalisation” (Vuibert, 2009; Palgrave Macmillan, 2010).

The aim is to reinforce the position of International Business (IB), in France, as well as in other French-speaking areas, similar to English speaking countries and Northern Europe. The focus, dealing with the realities observed first hand, is to facilitate the development of concepts, models and decision-making frameworks. The association encourages and supports the development and the diffusion of publications, in particular in cooperation with the journal *Management International* and the book series « Management International » of Gualino/Lextenso, which publish a selection of the annual Atlas conference ‘best papers’.

Currently, Atlas/AFMI geographically includes research teams in France (Aix-en-Provence, Lyon, Nice, Paris, Pau, Poitiers, Rennes, Toulouse, etc.) and in other French speaking areas (Madagascar, Morocco, Quebec, Switzerland, Tunisia, Vietnam, etc.). It is also developing networks open to non-French-speaking researchers and research teams (in Argentina, Australia, Brazil, China, India, Italy, Japan, Germany, United Kingdom, etc.).

Following an initial forum organized in Paris, in September 2009, on the topic of “The impact of the crisis on fast-growing economies”, Atlas/AFMI held its first annual conference in May 2011, under the aegis of ESCP Europe and Université Paris Dauphine, dedicated to “The challenges of International Management at the dawn of the 21st century”. Its second conference was organized by IAE Lyon, Université Jean Moulin Lyon 3, in May 2012, on “International engagement turning to local markets”. The third, at HEC Montreal, focused on “Cultural anchorage and dynamics of International Management”.

The fourth conference was hosted jointly by the IAE Aix-en-Provence and Kedge Management School, on “Emerging Economies/Mature Economies, Challenges for International Management”. During this conference, which attracted over 140 participants -both academics and professionals-, more than 70 contributions and 15 doctoral projects were presented. It was also the opportunity to link delegates from internationally committed institutions, with the aim of establishing links to provide more integration between academic research and corporate and institutional perspectives.

In order to extend and address several major aspects of issues highlighted in Aix-Marseille -from a theoretical as well as a managerial point of view-, Atlas/AFMI will hold the 2015 annual conference in Hanoi, Vietnam, at CFVG (Franco-Vietnamese Center for Management Education). It will focus on the “transitions” which are observed in emerging economies as in mature economies.

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<sup>1</sup> Franco-Vietnamese Center for Management Education

## Call for submissions "Transitions and International Management"

The observed reorientations of flows of trade and investments between and within mature and emerging economies, as the resulting challenges for each of these two groups, must be considered, from now on, as "transitions". In other words, transitions are understood as shifts from a political, regulatory, economic, social and technological mode of organization to another.

These shifts can appear, first of all, at the level of the "transition economies" themselves, which are -each one at its own pace- evolving from centralized into a market economy. But the "transitions" can also be identified in other key domains, among all developing economies -and not only the so called "transition economies"-. For instance, the "demographic transition" can deeply and diversely affect each environment, at a greater or less pace, in Africa, in Asia, or in Latin America. Such "transitions" determine, over the years, political regulatory, economic and social, as well as technological evolutions, which quickly transform the contexts in which the actors evolve. Companies as well as territories, like all stakeholders, are involved directly and indirectly in such a process.

It is also in the «mature economies» that these "transitions" are mirrored, generating other evolutions. These "transitions" can stem from those which can be observed in emerging economies to which they answer - as, for example, the relocation of activities. But other "transitions" find their origin in the mature economies themselves, as the "energy transition". All of these transactions tend to significantly transform the environment, redistributing and renewing activities, generating new strategies of actors and stakeholders, which they in turn, also affect.

Wherever they are from, these "transitions" affect the relations which connect various groups of economies. They bring many consequences for all actors involved and, therefore, for all the dimensions of International Management, and at all levels of the process: from the analysis of the environment to the functional implementation of the strategies.

Hence, these "transitions" invite to reconsider, in one way or another, the economic models on which they currently rely in emerging and/or mature economies, at regional and national levels, as well as at sectorial levels. They also call for new studies to understand how they influence the actors which operate in each of these areas.

Thus, new approaches are needed to apply the analysis of these transitions, in order to better identify activities in the context in which decisions are taken, which refer to the changing nature, volume, and direction of transactions and investments flows.

- At the *macroeconomic level*, transitions stem either from internal political tensions within countries or among regional groups of countries, and/or as a consequence of regional and global imbalance - including climatic changes. They impact the governance in these areas, the evolution of the relations within each area and between them, and generate adjustments of regulations. They affect -positively or negatively- beyond the business climate, the cultures and the dialogue between them. They can, finally, be expressed in terms of threats and opportunities, in economic areas targeted with transactions and/or investments.
- At the *meso-economic level*, where one can more precisely observe the dynamics of industries or activities, which result from the transitions, they can be analyzed in terms of constraints of adaptation, redeployment and competition. One can focus on the appropriate geographical zone envisaged by each decision maker; either from perspective of a company or of a territory. It is in the chosen "geo-sector reference area" (country, region, continent, world), that he/she will be in the best position to determine the nature and the impact of the ongoing or predictable transitions.
- At the *micro-economic level*, with regard to the organizations' strategic decision and functional measures, these various transitions will have to be practically integrated to better align with the selected "area of reference" operations. It will be necessary to comply with the transitions observed at the "macro" and "meso" levels, and to reconcile them with

the organization's decision determinants, stemming from its history and from its culture. This process is dependent on its performance, on the vision of its leaders, on changes to its governance, on its evolving relations with its internal (e.g. staff) and external stakeholders (providers, customers, regulators, etc.).

The location of the conference is in Vietnam, an economy in transition, in the heart of Southeast Asia. This location will encourage more "connections" with other ASEAN partners and also, with other countries in the Asia-Pacific region, like Japan and Australia. This provides an opportunity to emphasize a regional approach to the "transitions" theme. It invites debate and dialogue on the pace and the nature of transformations with particular attention to relationship building in this region, and awareness of the actors who operate there.

This location is likely to invite more comparisons among emerging areas and other geographical regions and suggest more debate on the approaches to deal with the "transitions" at the macro, meso and micro economic levels. It will also allow the opportunity to highlight the reality of these transitions, the levels where they can be observed, the realities they disclose and, of course, the way the actors take them into consideration, in terms of managerial implications.

**Conference submissions:** Both an anonymous version and a non-anonymous version of submitted papers are to be sent in pdf format, by e-mail, to the selected Track Chairs by the authors (see below, a list of tracks). Authors should follow the presentation standards of the journal "*Management International*" (<http://revue.hec.ca/mi>). Each submission will be submitted to a double blind review. It is recommended that authors send, a one page abstract to the selected Track Chairs, by September 15<sup>th</sup>, 2014, in order to facilitate the preparation of the conference.

A **best paper selection** will be proposed to the editors of the journal "*Management International*". An edited book dedicated to the conference theme will be also published, during the spring, 2016, in the Agora/Atlas/AFMI "Management International" series, Gualino/Lextenso, publishers, Paris.

**Doctoral workshop:** Proposals for the doctoral workshop (3 to 5 pages on the thesis project), proposed by PhD students (preferably from second year), must be sent in pdf format, by e-mail to Sophie Nivoix ([sophie.nivoix@univ-poitiers.fr](mailto:sophie.nivoix@univ-poitiers.fr)) and Frédéric Prévot ([frederic.prevot@kedgebs.com](mailto:frederic.prevot@kedgebs.com)), coordinators of the doctoral workshop.

IB case sessions will also be programmed in parallel with the doctoral workshop, whose format will be specified in the program. These cases will be eligible for the 3rd Atlas case award organized in association with the CCMP (Centrale de Cas et de Médias Pédagogiques), which provides French business cases in various foreign languages.

**Deadlines:**

- September 15, 2014: optional submission of the one page abstract
- November 15, 2014: deadline for submissions (full paper) and for applications for the doctoral workshop
- January 15, 2015: return of reviews to authors
- March 1, 2015: deadline for sending final version of submissions
- March 15, 2015: return of final decisions of acceptance to authors
- May 12, 2015 (Tuesday): doctoral workshop of Atlas/AFMI, and special IB case sessions
- May 13 and 14, 2015 (Wednesday and Thursday): Atlas/AFMI conference

## Scientific Committee

Jean-Paul Lemaire, ESCP Europe  
Eric Milliot, IAE de Poitiers, Université de Poitiers,  
Jean-Louis Paré, Centre Franco-Vietnamien de Gestion  
*Chairs of the Scientific Committee, and:*

Bruno Amann, Université de Toulouse  
Tugrul Atamer, EMLYON business school  
Thierry Burger-Helmchen, BETA-CNRS, Université de Strasbourg  
Valentina Carbone, ESCP Europe  
Jean-François Chanlat, Université Paris Dauphine  
Patrick Cohendet, HEC Montréal  
Ana Colovic, Neoma, Rouen  
Jean-Jean-Pierre Dupuis, HEC Montréal  
Nathalie Fabbe-Costes, Aix-Marseille Université  
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Frédéric Prévot, Kedge Business School  
Nathalie Prime, ESCP Europe  
Pierre Bruno Ruffini, Université du Havre  
Nadine Tournois, IAE de Nice, Université de Nice - Sophia Antipolis  
Philippe Véry, Edhec, Nice

## Tracks

### 1. Environmental changes, and sectorial and territorial dynamics

Track chairs: Jean-Paul Lemaire, Frédéric Prévot and Pierre Bruno Ruffini

E-mail: [jplemaire@escpeurope.eu](mailto:jplemaire@escpeurope.eu), [frederic.prevot@kedgebs.com](mailto:frederic.prevot@kedgebs.com) and [pierre-bruno.ruffini@univ-lehavre.fr](mailto:pierre-bruno.ruffini@univ-lehavre.fr)

Examples of items:

- Types and manifestations of "transitions" in the mature and the emerging economies
- Structural and cyclical impacts of "transitions" on the flows of trade and investments between and within emerging and mature economies
- The "transitions" at the level of territories and regional areas: opening or protectionism?
- Activities in "transition": transformations and restructuring from a short, medium and long term perspective

### 2. Internationalization Strategies

Track chairs: Ana Colovic, Philippe Véry and Tugrul Atamer

E-mail: [ana.colovic@neoma-bs.fr](mailto:ana.colovic@neoma-bs.fr), [philippe.very@edhec.edu](mailto:philippe.very@edhec.edu) and [atamer@em-lyon.com](mailto:atamer@em-lyon.com)

Examples of items:

- Internationalization processes of companies of mature/emerging/transition economies
- Strategic choices of internationalization in a context of "transition"
- Impact of the institutional transformations on the internationalization process of companies
- Comparative modes of international external growth

### **3. Alliances, joint-ventures and networks**

Track chairs: Ulrike Mayrhofer and Pierre-Xavier Meschi

E-mail: [ulrike.mayrhofer@univ-lyon3.fr](mailto:ulrike.mayrhofer@univ-lyon3.fr) and [pierre-xavier.meschi@iae-aix.com](mailto:pierre-xavier.meschi@iae-aix.com)

Examples of items:

- Choice and performance of entry modes
- Management of international joint-ventures
- Alliances and networks in transition countries

### **4. International Human Resource Management**

Track chairs: Bruno Amann and Jacques Jaussaud

Mail: [bruno.amann@club-internet.fr](mailto:bruno.amann@club-internet.fr) and [jacques.jaussaud@univ-pau.fr](mailto:jacques.jaussaud@univ-pau.fr)

Examples of items:

- Comparative approaches of HR between mature and emerging economies,
- North-South management of the international staff mobility
- Practices of socialization in emerging and mature areas
- Team management in transition economies

### **5. Intercultural Management**

Track chairs: Jean-François Chanlat and Jean-Pierre Dupuis

Mail: [jean-francois.chanlat@dauphine.fr](mailto:jean-francois.chanlat@dauphine.fr) and [jean-pierre.dupuis@hec.ca](mailto:jean-pierre.dupuis@hec.ca)

Examples of items:

- Management of international multicultural teams from North to South
- Balance of power, notably in the North-South: intercultural meetings
- New avenues of intercultural management in transition economies
- Operational management and languages policies implementation

### **6. Technology transfers and international Innovation**

Track chairs: Patrick Cohendet and Thierry Burger-Helmchen

E-mail: [patrick.cohendet@hec.ca](mailto:patrick.cohendet@hec.ca) and [burger@unistra.fr](mailto:burger@unistra.fr)

Examples of items:

- Reverse innovation, Jugaad Innovation, Gandian innovation
- Innovation production and distribution envisaged in transition economies
- Do communities of practice of multinational companies apply to “international champions” originating from developing economies?
- The extent of international strategy of IP for the adaptation to the context of emerging countries

### **7. International Marketing and Economic Intelligence**

Track chairs: Karine Picot-Coupey and Nathalie Prime

E-mail: [karine.picot@univ-rennes1.fr](mailto:karine.picot@univ-rennes1.fr) and [prime@escp-eap.net](mailto:prime@escp-eap.net)

Examples of items:

- Analysis of the demand: dynamics of the local and world consumption (differences, convergences, hybridizations), resistances and innovations
- Analysis of the offer: in transition markets (energetics, demographic, rural-urban), BoP markets, new business models
- Marketing strategies: new segments, local and international marketing decisions, international coordination

### **8. Supply Chain Management (Sourcing, Logistics, Distribution and Information Systems)**

Track chairs: Valentina Carbone, Nathalie Fabbe-Costes and Gilles Pache

E-mail: [vcarbonate@escp-eap.net](mailto:vcarbonate@escp-eap.net), [nathalie.fabbe-costes@univ-amu.fr](mailto:nathalie.fabbe-costes@univ-amu.fr) and [gilles.pache@univ-amu.fr](mailto:gilles.pache@univ-amu.fr)

Examples of items:

- Towards a "transition" of global sourcing: development, slowing down or reversing trends?
- Causes/Drivers of the "transition" by new forms of distribution (e.g. logistics strategies of BoP)
- “Transition”'s impact on activities' and logistic skills' deployment in the global market
- The "transition" of Global Value Chains: responsibility, transparency and governance

## **9. Stakeholders (media, foundations, cooperatives, NGOs), ethics and CSR in a context of “transition” economies**

Track chairs: Susan Freeman, Eric Milliot and Nadine Tournois

E-mail: [susan.freeman@adelaide.edu.au](mailto:susan.freeman@adelaide.edu.au), [emilliot@iae.univ-poitiers.fr](mailto:emilliot@iae.univ-poitiers.fr) and [nadine.tournois@unice.fr](mailto:nadine.tournois@unice.fr)

Examples of items:

- Stakeholders implications in international transactions in emerging as in mature economies
- Nature and impact of the relations with stakeholders in transition economies
- Divergences and convergences of business behaviours between emerging and mature economies
- Corporate social responsibility initiatives in the context of the developing and mature economies

## **10. Finance, Control, Organization**

Track chairs: Sophie Nivoix and Yvon Pesqueux

E-mail: [sophie.nivoix@univ-poitiers.fr](mailto:sophie.nivoix@univ-poitiers.fr) and [yvon.pesqueux@cnam.fr](mailto:yvon.pesqueux@cnam.fr)

Examples of items:

- Does the international activity imply dedicated organizational structures?
- Fiscal optimization in question
- Opening and development of the banking and financial systems in transition economies
- Risks and profitability in mature and emerging economies