

Appel à contributions

Numéro spécial



Repenser la stratégie à travers les microfondations : vers un renouveau du management stratégique

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du numéro spécial**

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Repenser la stratégie à travers les microfondations : vers un renouveau du management stratégique

PRESENTATION DU NUMERO SPECIAL

Les microfondations se réfèrent à l'examen des processus, des structures, des comportements des individus et leurs interactions qui influencent les décisions et les résultats organisationnels (Felin et Foss, 2005 ; Felin et al, 2012). Cette approche, est devenue de plus en plus influente dans la recherche en management stratégique (Ben Selma et al, 2024; Hock-Doepgen et al, 2025; Palmié et al, 2023; Foss et Pederson, 2016). Elle cherche à comprendre comment les actions et les interactions au niveau micro (ex profil de l'individu) conduisent à des résultats au niveau macro (par exemple, organisationnel).

Cette approche a été mobilisée dans plusieurs recherches qui offrent des éclairages sur les fondements du management stratégique de l'innovation (Ben Selma et al, 2024, Hock-Doepgen, 2025, Meegan et Allen, 2022 ; Fallon-Byrne et Harney, 2017 ; Palmié et al, 2023) ; de l'internationalisation (Chebbi et al, 2023 ; Santangelo et al, 2024; Ambos et al, 2025), de l'ambidextrie organisationnelle (Martin et al, 2017 ; Tarba et al, 2020 ; Huang et al, 2021), du changement (Laureiro-Martínez et al, 2015), de la capacité d'absorption (Lewin, 2011), RSE (Pacheco, et al, 2018) et plus généralement, les capacités dynamiques (Laviolette, 2019; Teece, 2007, Altintas, 2020 ; Altintas, 2023 ; Hock-Doepgen, et al, 2025) et les décisions stratégiques au sein des organisations.

En effet, plusieurs études se sont concentrées sur les caractéristiques individuelles, telles que la motivation (Jansen et al., 2009) et les capacités cognitives des individus dans le développement de capacités de niveau supérieur (Duran et al., 2022 ; Adner & Helfat, 2003). Ainsi, Adner et Helfat (2003) soulignent l'importance de trois caractéristiques managériales : le capital humain (expérience du manager), le capital social (réseau du manager) et la cognition managériale (modèle mental servant de base à la prise de décision). Par ailleurs, plusieurs chercheurs ont mis en avant l'importance de la structure organisationnelle (par exemple, l'agilité) en tant que microfondement de l'innovation sociale (Vézina et al., 2019) et de l'internationalisation (Chebbi et al., 2023 ; Neesen et al., 2019). Concernant la responsabilité sociale des entreprises (RSE), Borah, Dogbe et Marwa (2025 : 912) proposent le concept de capacité dynamique verte, qui « désigne la capacité d'une entreprise à s'adapter et à prospérer dans un environnement commercial en constante évolution, tout en priorisant la durabilité et la responsabilité environnementale ». Dans cette perspective, Borland et al. (2016) ont fait progresser la littérature sur les microfondements des capacités dynamiques en matière de durabilité écologique en proposant deux nouveaux composants des capacités dynamiques en plus de la détection, de la saisie et de la transformation : la reconfiguration et la récolte (Borland et al., 2016). Ainsi, ce n'est que récemment que les chercheurs ont commencé à examiner les antécédents de la RSE (Gond et al., 2017 ; Pacheco et al., 2018), tels que l'engagement des dirigeants et les valeurs individuelles (Muller & Kolk, 2010).

Malgré le développement des recherches sur les microfondations en management stratégique, les enseignements restent limités. D'une part, certains chercheurs soulignent que la perspective offerte par cette approche est très centrée sur l'individu (Wang et al, 2021). Ce dernier est considéré comme le niveau fondamental d'analyse (Felin et Foss, 2005) et explore la manière dont son comportement contribue à la conception et à la mise en place des différentes décisions

stratégiques dans une organisation. D'autres chercheurs ont également reconnu l'importance des interdépendances entre les individus et les organisations (Palmié et al, 2023). Ils soulignent que le niveau "micro" du paradigme des microfondations "*ne doit pas se limiter aux individus, mais peut englober les acteurs collectifs*" (Foss & Pedersen, 2016). D'un autre côté, la littérature identifie des défis majeurs liés à la conceptualisation, ainsi qu'à des questions méthodologiques (le niveau d'analyse, la question de la causalité, la réconciliation entre concepts individuels et collectifs et l'agrégation du niveau micro vers le niveau macro).

Enfin, malgré le potentiel démontré par l'approche des microfondations pour faire progresser nos connaissances sur les fondements des décisions stratégiques, les appels actuels alertent sur les risques de fragmentation (Raffaelli et al., 2019). Ce n° spécial vise à combler ce gap en reliant les différentes perspectives des microfondations en stratégie. Cela revient à développer de nouvelles connaissances sur les antécédents, les mécanismes, les processus, et les pratiques ayant un impact sur la fabrique de la stratégie. Il est ainsi important de mieux comprendre le développement de la stratégie, sa transposition dans des processus cognitifs qui mobilisent de façon articulée des structures et des individus. Ce numéro spécial a donc pour ambition de :

- Clarifier la contribution des microfondations à la compréhension des décisions stratégiques.
- Examiner les mécanismes par lesquels les facteurs individuels et collectifs influencent les orientations stratégiques des entreprises.
- Structurer un cadre théorique intégrateur qui relie les microfondations aux concepts clés du management stratégique (innovation, avantage concurrentiel, capacités dynamiques, etc.).
- Répondre aux défis méthodologiques liés à l'étude des microfondations, notamment en ce qui concerne l'articulation entre niveaux d'analyse et les approches quantitatives/qualitatives adaptées.
- Proposer des perspectives pour l'avenir de la recherche sur les microfondations en management stratégique.

Ces objectifs soulèvent plusieurs questions de recherche auxquelles ce numéro spécial ambitionne de répondre :

Plus particulièrement, cet appel vise à répondre aux questions suivantes :

- De quelle manière les microfondations apportent-elles une valeur ajoutée scientifique au management stratégique ?
- Comment les entreprises s'organisent-elles pour identifier, saisir et reconfigurer leurs ressources et compétences ?
- Quels sont les processus, mécanismes et facteurs individuels qui facilitent ou inhibent les capacités d'innovation ?
- Quels sont les traits de personnalité et les motivations des dirigeants qui influencent la prise décision stratégique ?
- Comment utiliser les technologies numériques pour mieux gérer l'interaction entre le niveau individuel, structurel et organisationnel ?
- Quelles sont les nouvelles pratiques qu'intègrent les organisations dans leur fonctionnement pour développer cette perspective micro-organisationnelle ?
- Quel design méthodologique mettre en place pour étudier les microfondations en stratégie ?
- Comment notre compréhension de l'avantage concurrentiel durable progresse-t-elle avec cette approche des microfondations ?

Les chercheurs intéressés sont invités à soumettre leurs contributions sur les sujets suivants, entre autres :

- Le niveau individuel, structurel et de processus et leurs interactions : comprendre comment ces différents niveaux s'articulent pour influencer la stratégie organisationnelle.
- Microfondations et management stratégique de la connaissance : rôle des compétences individuelles et collectives dans la gestion stratégique de l'information.
- Microfondations et innovation : identification des processus cognitifs et organisationnels favorisant ou inhibant l'innovation.
- Ambidextrie organisationnelle et microfondations : étude des capacités d'exploration et d'exploitation sous l'angle des microfondations.
- Rôles des individus et des équipes dans la prise de décision stratégique : impact des caractéristiques personnelles des dirigeants et des équipes sur la formulation et l'exécution de la stratégie.
- Microfondations et agilité organisationnelle : comment les dynamiques individuelles et collectives favorisent l'adaptation stratégique.
- Microfondations et internationalisation : exploration des déterminants micro-organisationnels influençant l'expansion internationale des entreprises.
- Microfondations et responsabilité sociale des entreprises (RSE) : lien entre engagement individuel des dirigeants et orientations stratégiques en matière de RSE.
- Approches méthodologiques et défis liés à l'analyse des microfondations : études longitudinales, modélisations quantitatives, méthodes mixtes, etc.
- Technologies numériques et microfondations : impact des outils numériques sur la gestion des interactions entre niveaux individuel, structurel et organisationnel.

Mots clés : microfondations – décisions stratégiques – comportement individuel structure – processus - dynamiques organisationnelles, stratégie de croissance.

FORMATS DES CONTRIBUTIONS ATTENDUES

Dans le cadre de ce numéro spécial, nous invitons les chercheur·e·s à soumettre des contributions portant sur les microfondations de la stratégie, à travers trois rubriques distinctes : Article de recherche original, Business Voice et Essais. Chaque rubrique s'adresse à des publics et à des objectifs différents, offrant ainsi une diversité d'opportunités aux chercheurs comme aux praticiens pour enrichir la compréhension des mécanismes qui influencent les réflexions stratégiques.

Article de recherche original

Les chercheur (e)s intéressé(e)s sont invités à soumettre leur contributions conceptuelles/théoriques ou empiriques. Ce numéro spécial accueillera les travaux qui explorent les microfondations sous différents angles. Nous encourageons des contributions issues de disciplines variées (psychologie, sociologie, économie, etc.) et mobilisant différentes méthodes de recherche (revue systématique, études de cas, analyses quantitatives, méta-analyses, etc.). Les travaux mettant en avant les interactions entre différentes microfondations sont particulièrement bienvenus.

Section *Business Voice*

La rubrique Business Voice sollicite des contributions centrées sur les microfondations de la stratégie, mettant clairement en lumière les implications concrètes pour les managers. Les articles doivent démontrer en quoi une meilleure compréhension des comportements individuels, des processus décisionnels et des interactions micro-niveaux peut générer des enseignements directement exploitables pour améliorer la prise de décision stratégique et l'efficacité organisationnelle. Les contributions peuvent aborder, par exemple, l'influence des pratiques managériales quotidiennes, des compétences individuelles ou des dynamiques d'équipe sur l'innovation stratégique, l'agilité organisationnelle ou la gestion du changement dans un contexte d'incertitude croissante. Les études de cas, les analyses empiriques de mécanismes décisionnels ou les recherches-intervention illustrant la transférabilité des connaissances issues des microfondations à divers contextes professionnels sont particulièrement bienvenues.

Section Essais

La rubrique *Essais* constitue un espace privilégié pour des réflexions critiques et innovantes sur les microfondations en stratégie. Elle accueille des contributions audacieuses qui remettent en question, problématisent ou enrichissent les compréhensions actuelles des mécanismes micro-niveaux à l'œuvre dans les décisions stratégiques. Les auteurs sont encouragés à proposer des points de vue originaux, voire provocateurs, qui contestent les postulats dominants ou ouvrent de nouvelles pistes de recherche inattendues. Les essais pourront porter sur la pertinence ou les limites actuelles des microfondations, proposer de nouveaux cadres conceptuels ou introduire des perspectives interdisciplinaires (psychologiques, sociologiques, comportementales, technologiques) encore peu explorées dans le champ des microfondations stratégiques. L'objectif est de stimuler le débat scientifique et de favoriser une réflexion critique approfondie au sein de la communauté des chercheurs en management stratégique.

Pour chacune de ces sections, il est demandé de respecter le format indiqué sur le site de M@n@gement à l'adresse : <https://management-aims.com/index.php/mgmt/preparation>

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PROCÉDURE DE SOUMISSION

Les soumissions doivent être soumises via le site de la revue M@n@gement à l'adresse suivante : <https://management-aims.com/index.php/mgmt/about/submissions>

Les auteurs devront choisir l'intitulé du numéro spécial comme section à laquelle ils soumettent. Il est important par ailleurs de préciser dans la lettre d'accompagnement, si vous souhaitez postuler à la section 'articles de recherche originaux' ou 'business voice' ou 'essais'.

Date limite de soumission : 30 janvier 2026

ATELIER PRE SOUMISSION

Les auteurs envisageant de soumettre un article à ce numéro spécial auront l'opportunité de participer à l'atelier de développement de papiers dédié au numéro spécial. Cet atelier, qui aura lieu en ligne, sera organisé le 22 octobre 2025. Les auteurs qui soumettront leurs articles (article déjà abouti ou abstract long de 2-3 pages) à l'atelier pourront ainsi présenter leurs recherches, recevoir des retours quant à la pertinence de leur article pour le numéro spécial et utiliser ces commentaires pour améliorer leur travail avant sa soumission finale en janvier 2026. La participation à l'atelier n'est pas obligatoire pour la soumission au numéro spécial.

Activités	Dates
Envoi de l'intention de soumission (article complet ou résumé long de 2 à 3 pages) à l'adresse suivante : ben_selma.majdi@uqam.ca	1 octobre 2025
Atelier du numéro spécial – en ligne	22 octobre 2025

Special Issue Call for Papers



Rethinking strategy through Microfoundations : new insights for Strategic Management

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Rethinking strategy through Microfoundations : new insights for Strategic Management

DESCRIPTION OF THE SPECIAL ISSUE

Given the increasingly dynamic and ever-changing business environment, a deep understanding of the factors underlying strategic decision-making by executives is essential. In this perspective, understanding microfoundations can help shape companies' strategic orientations and align executives' values with those of the organization.

Microfoundations refer to the examination of processes, structures, individual behaviors, and interactions that influence organizational decisions and outcomes (Felin & Foss, 2005; Felin et al., 2012). This approach has become increasingly influential in strategic management research (Ben Selma et al., 2024; Hock-Doepgen et al., 2025; Palmié et al., 2023; Foss & Pedersen, 2016). It seeks to understand how actions and interactions at the micro level (e.g., individual profile) lead to macro-level outcomes (e.g., organizational).

This approach has been applied in several research studies that provide insights into the foundations of strategic management in innovation (Ben Selma et al., 2024; Hock-Doepgen, 2025; Meegan & Allen, 2022; Fallon-Byrne & Harney, 2017; Palmié et al., 2023); internationalization (Chebbi et al., 2023; Santangelo et al., 2024; Ambos et al., 2025); organizational ambidexterity (Martin et al., 2017; Tarba et al., 2020; Huang et al., 2021); change management (Laureiro-Martínez et al., 2015); absorptive capacity (Lewin, 2011); Corporate Social Responsibility (CSR) (Pacheco et al., 2018); and more generally, dynamic capabilities (Laviolette, 2019; Teece, 2007; Altintas, 2020; Altintas, 2023; Hock-Doepgen et al., 2025) and strategic decision-making within organizations.

Indeed, several studies have focused on individual characteristics, such as motivation (Jansen et al., 2009) and the cognitive abilities of individuals in building higher-order capabilities (Duran et al., 2022; Adner & Helfat, 2003). Thus, Adner and Helfat (2003) highlight the importance of three managerial characteristics: human capital (manager's experience), social capital (manager's network), and managerial cognition (mental model serving as the basis for decision-making). Furthermore, several researchers have emphasized the importance of organizational structure (e.g., agility) as a microfoundation of social innovation (Vézina et al., 2019) and internationalization (Chebbi et al., 2023; Neesen et al., 2019). Regarding corporate social responsibility (CSR), Borah, Dogbe and Marwa (2025: 912) suggest the concept of green dynamic capability, which "refers to firm's ability to adapt and thrive in a rapidly changing business environment, while prioritizing sustainability and environmental responsibility". In this perspective, Borland et al. (2016) advanced the literature on dynamic capabilities' microfoundations for ecological sustainability by proposing two new dynamic capabilities' components to sensing, seizing and transforming: remapping and reaping (Borland et al., 2016). Thus, it is only recently that researchers have begun to examine CRS's antecedents (Gond et al., 2017; Pacheco et al., 2018), such as executive commitment and individual values (Muller & Kolk, 2010).

Despite the development of research on microfoundations in strategic management, the findings remain limited. On the one hand, some researchers point out that the perspective offered by this approach is very focused on the individual (Wang et al., 2021). The latter is considered the

fundamental level of analysis (Felin and Foss, 2005) and explores how individual behavior contributes to the design and implementation of various strategic decisions within an organization. Other researchers have also recognized the importance of interdependencies between individuals and organizations (Palmié et al., 2023). They emphasize that the "micro" level of the microfoundations paradigm "should not be limited to individuals but can encompass collective actors" (Foss and Pedersen, 2016). On the other hand, the literature identifies major challenges related to conceptualization, as well as methodological issues, including the level of analysis, causality, reconciliation between individual and collective concepts, and the aggregation from the micro to the macro level.

Finally, despite the demonstrated potential of the microfoundations approach to advancing our understanding of the foundations of strategic decision-making, recent calls warn of the risks of fragmentation (Raffaelli et al., 2019). This special issue aims to bridge this gap by connecting the different perspectives of microfoundations in strategy. This involves developing new knowledge on antecedents, mechanisms, processes, and practices that impact the making of strategy. It is therefore important to better understand the development of strategy and its translation into cognitive processes that articulate structures and individuals.

This special issue thus aims to:

- Clarify the contribution of microfoundations to understanding strategic decisions.
- Examine the mechanisms through which individual and collective factors influence the strategic orientations of companies.
- Structure an integrative theoretical framework that links microfoundations to key concepts in strategic management (innovation, competitive advantage, dynamic capabilities, etc.).
- Address methodological challenges related to the study of microfoundations, particularly regarding the articulation between levels of analysis and appropriate quantitative and qualitative approaches.
- Propose perspectives for the future of research on microfoundations in strategic management.

These objectives raise several research questions that this special issue seeks to address: More specifically, this call aims to answer the following questions:

- How do microfoundations provide scientific added value to strategic management?
- How do companies organize themselves to identify, seize, and reconfigure their resources and competencies?
- What processes, mechanisms, and individual factors facilitate or inhibit innovation capabilities?
- What personality traits and motivations of leaders influence strategic decision-making?
- How can digital technologies be used to better manage the interaction between the individual, structural, and organizational levels?
- What new practices are organizations integrating into their operations to develop this micro-organizational perspective?

- What methodological design should be implemented to study microfoundations in strategy?
- How does our understanding of sustainable competitive advantage evolve with the microfoundations approach?

Researchers interested are invited to submit their contributions on the following topics, among others:

- The individual, structural, and process levels and their interactions: understanding how these different levels articulate to influence organizational strategy.
- Microfoundations and strategic knowledge management: role of individual and collective competencies in strategic information management.
- Microfoundations and innovation: identification of cognitive and organizational processes promoting or inhibiting innovation.
- Organizational ambidexterity and microfoundations: study of exploration and exploitation capabilities through the lens of microfoundations.
- Roles of individuals and teams in strategic decision-making: impact of personal characteristics of executives and teams on strategy formulation and execution.
- Microfoundations and organizational agility: how individual and collective dynamics foster strategic adaptation.
- Microfoundations and internationalization: exploration of micro-organizational determinants influencing companies' international expansion.
- Microfoundations and corporate social responsibility: link between executive individual commitment and strategic orientations in corporate social responsibility.
- Methodological approaches and challenges related to the analysis of microfoundations: longitudinal studies, quantitative modeling, mixed methods, etc.
- Digital technologies and microfoundations: impact of digital tools on managing interactions between individual, structural, and organizational levels.

Keywords: microfoundations, strategic decisions, individual behavior, structure, process, organizational dynamics, growth strategy.

POSSIBLE FORMATS FOR SUBMISSIONS

In this special issue, we invite contributions addressing microfoundations of strategy across three distinct sections: Business Voice, Essays, and Original Research Articles. Each section targets different audiences and objectives, providing diverse opportunities for scholars and practitioners to advance our understanding of how micro-level factors shape strategic outcomes.

Original Research Articles

This special issue will welcome studies that explore microfoundations from different perspectives. We encourage contributions from various disciplines such as psychology, sociology, and economics, and using different research methods, including systematic reviews, case studies, quantitative analyses, and meta-analyses. Studies that highlight interactions between different types of microfoundations are particularly welcome.

Without being exhaustive, here are some relevant research areas:

Business Voice

The Business Voice section particularly invites contributions focused on the microfoundations of strategy that clearly articulate practical implications for managers. Articles in this section should emphasize how a deeper understanding of individual behaviors, decision-making processes, and micro-level interactions can generate tangible and directly actionable insights to enhance strategic decision-making and organizational effectiveness. Contributions might explore how daily managerial practices, individual competencies, or team dynamics directly influence strategic innovation, organizational agility, or change management in response to the complexity of the current environment. Case studies, practical analyses of decision-making mechanisms, or action research that demonstrate the transferability of knowledge derived from microfoundations to various professional contexts are strongly encouraged.

Essays

The Essays section offers a unique platform for innovative and critical reflections on microfoundations in strategy. This section seeks bold contributions that question, problematize, or expand current understandings of the micro-level mechanisms underlying strategic decisions. Authors are encouraged to present original, potentially provocative perspectives that challenge prevailing assumptions or open new, unexpected avenues of inquiry. Essays might address topics such as the relevance or current limitations of microfoundations, propose novel conceptual frameworks, or introduce interdisciplinary perspectives (psychological, sociological, behavioral, technological) that have been minimally explored thus far within the context of strategic microfoundations. The goal is to stimulate new debates and foster deep critical reflection within the community of strategic management researchers.

For each of these section, please fit the guidelines indicated in the submission guidelines M@n@gement website: <https://management-aims.com/index.php/mgmt/preparation>

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SUBMISSION PROCESS

Submissions must be made through the website of the M@n@gement journal at the following address: <https://management-aims.com/index.php/mgmt/about/submissions>

Authors should select the title of the special issue as the section to which they are submitting. Additionally, it is important to specify in the cover letter whether you are submitting to the ‘Original Research Articles’ section, the ‘Business Voice’ section, or the ‘Essays’ section.

Submission deadline: January 30, 2026

SPECIAL ISSUE PRE SUBMISSION WORKSHOP

Authors considering submitting a paper to this special issue will have the opportunity to participate in a dedicated paper development workshop. This workshop, which will be held online, is scheduled for October 22, 2025. Authors submitting their work to the workshop will be able to present their research (either a completed paper or a 2–3 pages extended abstract), receive feedback on the relevance of their paper for the special issue, and use these comments to improve their work prior to final submission in January 2026. Participation to the workshop is not mandatory for submission to the special issue.

Activities	Dates
Submission intention (full paper or 2.3-page long abstract) Submit your proposition via email to ben_selma.majdi@uqam.ca	October 1, 2025
Online Special issue workshop	October 22, 2025