



SIG 01 - B4S - Business for Society

With our theme **Exploring the Future of Management: Facts, Fashion and Fado**, we invite you to participate in the debate about how to explore the future of management. We look forward to receiving your submissions.

T01_08 - The Quest for Social Impact: Opportunities and Challenges for Hybrid Organizations

Proponents:

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Short description:

By proposing this topic we aim at deepening our understanding of opportunities and challenges faced by hybrid organizations that pursue a social mission through business ventures and therefore recombine largely divergent goals and governance models. In particular, this topic encourages research that examines how hybrid organizations can be loci of managerial and organizational creativity and innovation and introduce more sustainable solutions to deep-seated societal problems. We also welcome papers that investigate how hybrid organizations deal with the managerial, governance and accounting challenges that may emerge while walking the fine line between achieving social impact and competing in complex, fast changing markets.

Long description:

In line with the EURAM 2019 theme of “Exploring the Future of Management”, with this topic we aim to contribute to the stream of research that investigates the managerial challenges and opportunities faced by hybrid organizations that pursue social missions through business ventures. By providing market-based solutions to social problems such as inequality, poverty, unemployment and environmental change, such hybrid organizations offer a ray of hope for more inclusive managerial practices and for a more human-centered role of business organizations in society. Indeed, they have proven successful in developing innovative technological, managerial and business solutions to achieve and scale social impact. These innovations have often spread and have been assimilated at a societal level, thus enabling hybrids to play a radical, transformational role in society and push other, more traditional businesses to follow the same path and incorporate more explicitly social and environmental considerations in their objectives, strategies, practices and performance.



Although promising, such hybrid organizations also face myriad of challenges, dilemmas and tensions, thus being themselves fragile and instable entities. Indeed, the recombination of social and commercial objectives implies the capacity to integrate largely divergent business models, address the demands of multiple stakeholders, and manage complex organizational arrangements and governance mechanisms. Hence, while being loci of creativity and innovation, hybrids are at the same time also exposed to dangerous breakdowns and tensions, both internally and externally. They can transform these organizations in arenas of disorder and conflicts, eventually jeopardizing their capacity to drive a positive change in society.

In this session we invite papers from a range of theoretical and methodological approaches to expand our understanding of hybrid organizations and shed light on how they can foster positive social change while thriving as market players. Questions of interest include, but are not restricted, to the following:

- Hybrid organizations and social impact: What kind of societal issues are hybrids able to address? What are instead challenges that they not suited to solve?
- Hybrid organizations and innovation: How can hybrid organizations develop and spread innovations as they attempt to recombine social and commercial goals? How can hybrids create, measure and communicate their impact on society?
- Hybrid organizations and other organizational forms: How can hybrids collaborate with other organizations—such as traditional corporations and charities—to create social impact? What these more traditional organizational forms learn from hybrid organizations and vice- versa?

Keywords:

Hybrid organizations
Social impact
Social innovation

Publication Outlet:

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AUTHORS GUIDELINES

<http://www.euramonline.org/submissions-guidelines-2019/author-s-guidelines.html>