



2nd International Congress
ON THE MANAGEMENT OF AFRICAN ORGANIZATIONS – CIMOA

CIMOA

2027

« Governance and Chaos: what perspective from researchers and professionals in developing countries? »

Douala, 25-28 May 2027



CALL FOR PAPERS · CIMOA-IAREMS.SCIENCESCONF.ORG

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Governing When Chaos Becomes the Rule

The world is no longer going through isolated crises; for several years now it has been living under a permanent regime of conflict and uncertainty, and the figures bear this out.

In 2024, the number of active armed conflicts reached its highest level since the Second World War (PRIO, 2025; ACLED, 2025); from the Russia-Ukraine war to the Houthi attacks in the Red Sea, by way of the resurgence of violence in the Sahel (Sudan, Mali, Burkina Faso, Niger). These conflicts are not confined to their theatres: they have durably disrupted maritime traffic in the Red Sea and driven up the cost of global freight, affecting companies that have never set foot in a war zone. To these conflicts is added a grey economy (trafficking, corruption, informal flows) whose concrete forms can be counted in lives: more than 50 million people today live in modern slavery (Global Slavery Index, 2023), caught up in supply chains that companies nonetheless present as “clean”.

Climate change, for its part, caused 280 billion dollars of economic damage worldwide in 2023 alone (Swiss Re Institute, 2024), a bill whose share falling on the countries of the South — the foremost victims despite a minimal historical contribution to emissions — remains largely under-assessed (IPCC, 2023). At the same time, the rise of generative artificial intelligence is redistributing, within a few months, skills that took decades to build, and inequality is widening at the same pace: the richest 1% today hold more wealth than 95% of humanity combined (Oxfam, 2025). These phenomena are no longer “externalities” in the sense understood by classical economic theory; rare, exogenous shocks outside the scope of management decision-making.

They have become recurrent, predictable in their very unpredictability, and they now weigh on every budgetary decision, every supply chain, every recruitment strategy. A phenomenon that recurs every year can no longer be treated as an accident: it must be governed as an ordinary operating condition. It is precisely this shift, from exception to rule, that CIMOA 2027 takes as its starting point.

In this shift, the very word “Governance” becomes suspect. Rhodes (1996) showed, as early as the 1990s, that this term covers realities that often have nothing in common: the *corporate governance* of boards of directors, codified by the OECD to protect shareholders against managers, and the “good governance” promoted by the World Bank through its Worldwide Governance Indicators (Kaufmann, Kraay and Mastruzzi, 2010), intended to assess the quality of states. The two uses share the word, rarely the intent: one protects capital, the other assesses sovereignty.

CIMOA 2027 makes this ambiguity its subject: what does it mean to govern, and to govern what, when instability becomes the norm rather than the exception? This question arises with particular acuteness in developing countries. These are not identical shocks striking equal terrains: economies of the South combine a stronger dependence on commodity exports, tighter budgetary margins, heavier external debt and thinner social safety nets — all reasons why the same climatic, financial or security shock produces deeper and more lasting effects there than elsewhere.

Questioning governance from these terrains is therefore not a niche choice: it means looking at contemporary chaos from the very place where it strikes hardest. This inquiry extends an epistemological undertaking by Pesqueux and Mbam, who show that management science, locked into conceptual legacies designed for stable environments, produces knowledge that is “de-situated” and depoliticized, ill-equipped to think of hybrid conflicts, the grey economy, global warming or structural inequalities as objects fully belonging to the discipline. This critique calls for a *situated, critical and engaged* epistemology, repositioned on the rigour-relevance-impact trilogy and aligned with the SND-30, the SDGs, and the African Union's Agenda 2063.

The purpose of CIMOA 2027 breaks down into specific objectives for each stakeholder, aiming to strengthen theoretical frameworks, decision-making under uncertainty, public policies, corporate governance, institutional capacities and community resilience.

CIMOA 2027 aims to bring together academics, researchers, experts and decision-makers from developing countries to examine, from their own frames of thought, what it means to govern when instability becomes the norm, and to propose frameworks that are neither the importation of a model from elsewhere nor a retreat into a specificity that would rule out international scientific dialogue.

Any contribution shedding light on the congress theme from an angle not listed here is welcome.

03 • THEMATIC AREAS

01	Accounting, auditing and extra-financial reporting in the face of unrecorded systemic risks	02	African regional integration, South-South cooperation and continental governance
03	Armed conflicts, hybrid conflictuality and organizational business continuity	04	Circular economy, informal markets, and resilience of consumption models
05	Climate governance, environmental risks and vulnerability of territories	06	Corporate finance and financial risk management in a volatile environment
07	Corporate governance put to the test by chaos	08	Corporate strategy, diversification and organizational resilience in the face of disruption
09	Crisis communication and information governance in a context of instability and disinformation	10	Economic diplomacy, power rivalries and the reshaping of trade routes
11	Economic growth and exogenous shocks	12	Energy transition, low-carbon economy and governance of renewable resources in Africa
13	Entrepreneurship and innovation in contexts of uncertainty in developing economies	14	Financial inclusion, digital finance and governance of African financial systems
15	Generative artificial intelligence, transformation of managerial work and algorithmic governance	16	Grey economy, grey areas and governance of illicit flows (drug trafficking, smuggling, corruption)
17	Macroeconomics, sovereign debt and financial vulnerabilities of developing economies	18	Marketing and consumer behaviour in contexts of crisis, scarcity and uncertainty
19	Migration, mobility of skills and governance of human capital	20	Organizational health, well-being at work and social cohesion in the face of multiple crises
21	Political crises, institutional instability, transitions of power and the legitimacy of rulers	22	Port activities, maritime economy and governance of logistics hubs in Africa
23	Social innovations and frugal technologies in support of vulnerable populations' resilience	24	Talent management, professional mobility and social protection in the face of economic shocks and automation
25	Territorial marketing, brand image and attractiveness in the face of geopolitical instability	26	Value and supply chains under the strain of geopolitical crises

Format for Submitting Proposals

Proposed papers must fall within the thematic areas of CIMOA 2027 and promote a contextualized approach, grounded in the realities of developing countries facing contemporary chaos. Two formats are expected:

A

Classic academic paper

authors are invited to submit a research article, whether completed work (classic article) or a work in progress (*work-in-progress*). The manuscript, written in French or English, must not exceed 10 pages, in Times New Roman size 12, single spacing, 2.5 cm margins. The document must strictly follow the style sheet available on the platform cimoa-iarems.sciencesconf.org, under “Submission Format”.

B

Case study

presentation of an innovative governance practice, a local resilience initiative in the face of chaos (security crisis, climate shock, economic disruption) or a return on experience, highlighting indigenous knowledge, community dynamics and the adaptive capacities of organizations in developing countries. Same format as above: 10 pages maximum, French or English, Times New Roman 12, single spacing, 2.5 cm margins.

Every proposal is double-blind reviewed by the CIMOA 2027 scientific committee for its relevance to the theme and its potential contribution to the congress's publications (edited volumes, special issues).

Submission deadline: 15 January 2027.

Platform : cimoa-iarems.sciencesconf.org

Valorisation of Academic Papers

Papers selected by the scientific committee and presented at CIMOA 2027 will be published in several edited volumes devoted to the theme “Governance and Chaos”. In addition, a selection of articles with strong scientific potential will be submitted, as part of special issues, to ranked and indexed partner journals:

Sustainable Futures (ranked ABS, ABDC, Q1 SJR)

Revue Internationale des Sciences de l'Organisation - RISO
(ranked FNEGE 4)

Keynote Speakers



Veland Ramadani

Professor of Entrepreneurship and Family Business, Faculty of Business and Economics, South-East European University (SEEU), North Macedonia

His research focuses on entrepreneurship, family business, innovation and sustainability. He has published approximately 170 scientific articles, including 100 book chapters, 17 textbooks and 43 edited volumes. His work has appeared in leading international journals, including *Journal of Business Research*, *Technological Forecasting and Social Change*, *Technology in Society*, *International Journal of Entrepreneurial Behaviour & Research* and *Review of Managerial Science*, among others. In recognition of the quality and impact of his research, he received the Emerald Literati Award for Excellence in 2016 for an outstanding paper published by Emerald Group Publishing. He has also been invited as a keynote speaker at numerous international conferences and as a guest lecturer at various universities. His academic impact is also reflected in his inclusion among the world's top 2% most influential scientists, according to the ranking compiled by Elsevier and Stanford University, for six consecutive years. Between 2017 and 2021, he served as a member of the Supervisory Board of the Development Bank of North Macedonia, including a ten-month term as Director of Operations. He has also been actively involved in numerous national and international research and development projects, including initiatives funded by the European Union and by universities in Saudi Arabia, Kuwait and the United Arab Emirates. In addition to his academic and research activities, he regularly provides consulting services to private-sector organizations.



Yvon Pesqueux

Professor Emeritus, holder of the “Organizational Systems Development” chair, Conservatoire National des Arts et Métiers (Paris)

A graduate of the École Normale Supérieure, agrégé in Management Economics Techniques, holder of a doctorate in Economic Sciences from the University of Paris-Sorbonne and an Honorary Doctorate from the University of Galați (Romania), he is the author of numerous scientific articles. His research work focuses mainly on the relationship between philosophy and organization. He has published numerous books, the most recent of which are the following:

- *Épistémologie des sciences de gestion*, Vuibert, “fnege” collection, Paris, 2013 (with Alain-Charles Martinet) – Awarded the FNEGE label
- *Comprendre les accords écrits et non écrits*, Pearson France, Paris, 2014 (translation with Denise Rousseau, Pascale de Rozario and Rémi Jardat)
- *Faire l'économie de la dénonciation*, L'Harmattan, “Perspectives organisationnelles” collection, Paris, 2015 (with S. Perseil) – Awarded the FNEGE label
- *Management Performance and Control*, Dunod, Paris, 2016 (co-authored)
- *Théorie des organisations*, Pearson, Paris, 2018 (with P. de Rozario)
- *Réfléchir – De l'importance de la tâche discursive en sciences de gestion*, eds, “Les grands auteurs francophones” series, “Management & Société” collection, Caen, 2022, 336 p. – Awarded the FNEGE label in the “Essays” category
- *Hommage à Geneviève Causé*, L'Harmattan Sénégal, 2025, 256 p. (with F. Diop Sall)
- *Management et dynamiques sociétales en Afrique subsaharienne – contexte ou spécificités ?*, “Questions de société” collection, Éditions eds, Caen, 2025 (with B. Gueye)

Areas of interest: Philosophy and organization, organization sciences, management sciences, sustainable development, management and society

CIMOA 2027 Doctoral Day

NEW FEATURE OF THIS EDITION

A new feature of this edition, the doctoral day will open the congress on 25 May 2027. It will bring together PhD students duly enrolled in a doctorate at an African university, invited to present the progress of their work before an international jury and experts. The day will be structured around seminars devoted to epistemology, the theory of the firm, methodology and scientific writing. The application file is to be submitted via the platform cimoa-iarems.sciencesconf.org as a single document (Candidate's name_JD_CIMO2027), comprising: a certificate of thesis progress, signed by the supervisor, a candidate's CV (4 pages maximum), a short thesis summary (500 words) and a summary of the thesis in progress (5 pages maximum).

At the end of this day, the four best candidates will receive a doctoral scholarship.

Submission deadline: 17 January 2027.

Platform : cimoa-iarems.sciencesconf.org

CIMOA 2027 Special HDR Session

ANOTHER NEW FEATURE OF THIS EDITION

Another new feature of this edition, a special session will be devoted to African academics wishing to pursue a Habilitation to Direct Research (HDR). It will address what an HDR is, the reasons for undertaking it, the arrangements for preparing it, as well as the challenges, issues and opportunities specific to developing countries. The application file is to be submitted via the platform cimoa-ialems.sciencesconf.org as a single document (Candidate's name_P-HDR_CIMO2027), comprising: a detailed CV (5 pages maximum) and a proposed HDR preparation project (5 pages maximum).

Submission deadline: 24 January 2027

Platform : cimoa-ialems.sciencesconf.org

The CIMOA 2027 AWARDS

The CIMOA 2027 AWARDS session distinguishes three categories of prizes.

Best Paper Award

the three best papers presented at the congress will each receive a prize, awarded by the jury in order of importance.

Thesis Prize

it rewards doctoral research that has made a major contribution to understanding, transforming or innovating in the management of African organizations, with particular attention paid to work related to the congress theme. Theses defended in 2025 or 2026 are eligible. Applications must be submitted on the platform cimoa-iarems.sciencesconf.org (single file: name_thesis-prize_CIMOA2027), and must include: a CV, a short summary (500 words); a long summary (5 pages maximum); the PDF of the defended thesis; the defence report and the pre-defence reports. Evaluation will focus on managerial contribution, contextual grounding and methodological originality. The three finalists will have their summary published on the congress website and will each receive a prize.

Submission deadline: 31 January 2027.

IAREMS Observatory Special Prizes

awarded by a jury of experts, based on a mechanism combining several scoring criteria and the jury members' sovereign judgment, to African companies and managers who have demonstrated resilience, innovation, adaptability and performance in the following sectors: industry, institutional governance, banking and finance, entrepreneurship and innovation, large-scale retail and consumption.

Cross-Perspectives Between Academics and Practitioners

CIMOA 2027 will offer plenary sessions and round tables bringing together researchers, business leaders, NGO officials, public actors and practitioners. These exchanges aim to:

Bring scientific knowledge into dialogue with operational realities

Identify levers of innovation and organizational resilience in African contexts

Promote managerial practices adapted to crises and disruptive transitions in Africa

Foster encounters, mentoring and networking among target audiences — Businesses, Institutions and Academics

Business Day

Business Day will offer a dedicated space for showcasing the expertise, innovations and resilience capacities of organizations in the face of crises and chaos, in direct connection with the congress theme. It will bring theoretical frameworks into dialogue with operational realities, while fostering mentoring and networking among students, businesses, academic researchers, experts and decision-makers.

Schedule

- | | | |
|-----------------|---|---|
| 16 October 2026 | ● | Launch of the CIMOA 2027 call for papers |
| 15 January 2027 | ● | Closing of paper proposal submissions |
| 24 January 2027 | ● | Closing of submissions for the special HDR session |
| 31 January 2027 | ● | Deadline for thesis prize applications for CIMOA 2027 |
| 19 March 2027 | ● | Notification of decisions to authors and revisions to be made |
| 30 April 2027 | ● | Deadline for receipt of final papers |
| 25–28 May 2027 | ● | Holding of CIMOA 2027 |

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Governance and Chaos



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