

Call for papers for the inaugural issue of *Art of Humanistic Management Journal*

The Institute for Management Research at [Civitas University](#), together with [Adam Marszałek Publishing House](#), is pleased to announce the launch of a new international, open-access scientific periodical, “Art of Humanistic Management Journal” (AHMJ), dedicated to exploring the **intersections of management, aesthetics, art, and humanism**.

We invite submissions for the inaugural issue, scheduled for publication in December 2025.

About the Journal

“Art of Humanistic Management Journal” is an interdisciplinary and inclusive platform that reimagines management not merely as a technical or instrumental activity, but as an art (Szostak, 2024a). This approach aligns with the humanistic paradigm in management, which emphasises human dignity, creativity, culture, and social flourishing (Kostera & Woźniak, 2022). At the same time, we recognise that artistic practices themselves are embedded in organisational and managerial processes and can inspire seeking unconventional solutions (Beirne & Knight, 2005; Berthoin Antal, 2011; Safaa et al., 2023). By bridging the **art of management** with the **management of art**, the journal provides a unique space for dialogue across disciplines, perspectives, paradigms, and practices.

Themes of the Inaugural Issue

For the first issue, we particularly welcome contributions that explore the **foundations of the journal’s thematic profile**. Possible topics include (but are not limited to):

- Management as an art: art of leadership, aesthetic leadership, art of creativity, metaphors, narrations (Gahan et al., 2007; Szostak & Sułkowski, 2020; Woodward & Funk, 2010).
- Organisational aesthetics: the role of beauty, truth, meaning, kitsch, reflexivity, and imagination in organisational life (Strati, 1999; Szostak, 2024b, 2025).
- Humanistic management: protecting dignity, fostering well-being, and cultivating life-conducive forms of organising (Caggiano et al., 2024; Melé, 2016; Pirson, 2017; Szostak, 2023b).
- Critical theory: aesthetic and cultural evaluations of instrumentalist approaches to management (Ripoll et al., 2019; Todd, 2022).
- Art management: aesthetic situation, art perception, involvement and satisfaction in the arts, managerial and organisational issues and challenges in artistic and cultural institutions and projects, organising and sustaining creative communities (Quattrini et al., 2020; Szostak, 2022, 2023a; Węziak-Białowolska et al., 2019).
- Cross-disciplinary and cross-field insights, dialogues, and reflections for creating a better world to live in (Kostera, 2024; Remesh & Kumar, 2023).

Types of Contributions

- Research articles (theoretical, empirical, methodological).
- Varia:
 - Conceptual essays and reflective pieces.
 - Descriptions of artistic or creative interventions with critical commentary.
 - Case studies from practice (organisational, cultural, or policy contexts).
 - Reviews of relevant books, exhibitions, or artistic projects.

There are no fees related to the submission of a paper.

Important Dates

- **Submission deadline: 31 October 2025**
- Notification of acceptance: November 2025
- Publication of inaugural issue: December 2025

Contact, Cooperation and Submissions of Papers

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Instructions for Authors

The AHMJ accepts only papers in **British English**. The Editorial Board ensures proofreading by an English language editor or a native speaker, but already edited papers are also welcome.

Paper length:

- Research articles: **10,000-35,000 characters** with spaces, excluding references.
- Varia (conference reports, book reviews, essays) length: **2,500-10,000 characters** with spaces.
- Please consult all proposals exceeding the limit with the Editors before submission.

Every author must provide information such as degree, name, surname, affiliation, ORCID number, and email address.

All papers (articles and varia) must include a **150-200-word abstract** and **3-8 keywords**.

An **abstract** should address the following issues:

- **Introduction** (research field and problem, study's aim, and hypotheses/research questions),
- **Methods** (selected method, data, relevant study's conditions),
- **Results** (outcome of analysis),
- **Answer** to the research problem and its **implications**.

The following issues should be applied when arranging the content of a paper:

- **Research papers:** objective situation, research field, goal, research problem and hypotheses/questions, methodological aspects (data selection criteria, methods, techniques), state of the art, empirical sample, analysis, results, discussion of findings, conclusions, list of references.
- **Theoretical papers:** research field, state of the art, new approach, application, possible verification, judgments, list of references.
- **Methodological papers:** state of the art, description of a method, research procedure, new application example, conclusions, list of references.

All supplementary material covered in the paper, including images and tables, should have a title and a corresponding source. The author of the text is responsible for obtaining consent to use the works of other authors (illustrations, reproductions, etc.). Conference reports, discussion papers, and book reviews should have the title and a list of references. We require additional information for a conference

report – Conference Title, Place, (Month, Day, Year), Organiser; for a discussion paper and a book review – Author, Title of book/paper, location: Publisher (number of pages), and ISBN.

Citations and References

In-text citations: the APA Formatting and Style Guide 7th Edition (see: [Guidelines](#); instructions for citing legal documents in APA are available [here](#)).

References should be in the “in-text citation” style. For one author: (Smith, 2010) and Smith (2010) or (Jones, 2012, p. 10) and Jones (2012, p. 10); For two authors: (Smith & Jones, 2005) or Smith and Jones (2005); For three authors and more: (White et al., 1998) or White and others (1998). Multiple works should be referred as: (Smith, 2010; Jones, 2012; White et al., 1998).

Editing the reference list, please follow the [APA Formatting and Style Guide, 7th Edition](#):

An article in a Journal:

Author, A. A., Author, B. B., & Author, C. C. (Year). Title of article. *Title of Periodical*, volume(issue number), pages. DOI: <http://dx.doi.org/xx.xxx/yyyy>

Book:

Author, A. A. (Year). *Title of work*. Publisher.

Edited Book:

Editor, A. A., & Editor, B. B. (Eds.) (Year). *Title of work*. Publisher.

Chapter in an Edited Book:

Author, A. A., & Author, B. B. (Year). Title of chapter. In A. A. Editor, & B. B. Editor (Eds.), *Title of book* (pp. pages of chapter). Publisher.

An article in a Newspaper or Magazine:

Author, A. A. (Year, Month Day). Title of article. *Title of Newspaper or Magazine*, issue number, pages.

Electronic sources:

Author, A. A. (Year, Month Day). Title of article. Name of Website. <http://www.address.com/url>

IMPORTANT NOTICE: Each reference should have a transcription written in the Latin alphabet.

