

Alan Jenkins

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Department
Management



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Education

Ph.D., University of Liverpool.
BA (Honours), University of Liverpool.

Research Areas

Areas

Socio-technical analysis, total quality management and human resources, policies, restructuring processes.

Sectors

Industry

Publications

✉ Academic Publications

Books

Employment Relations in France: Evolution and Innovation. New York (Etats-Unis) : Kluwer/Plenum Press, 2000

Articles

"Changer d'outils de contrôle de gestion ? De la cohérence instrumentale à la cohérence psychologique" (A. Bourguignon), *Finance Contrôle Stratégie*, Sept. 2004, Vol. 7, Issue 3

"Understanding Individualization in Human Resource Management: The Case of Skill-based Pay in France" (A. Klarsfeld), *International Journal of Human Resources Management (The)*, Feb. 2002, Vol. 13, Issue 1

"Flexibility, Individualization, and Employment Insecurity in France"" (A. Jenkins), *European Journal of Work and Organizational Psychology*, Mar. 1998, Vol. 7, Issue 1

"Teams : From Ideology to Analysis" (A. Jenkins), *Organization Studies*, Dec. 1994, Vol. 15, Issue 6

"Les deux G.R.H. de la Grande-Bretagne" (A. Jenkins), *Personnel*, Oct. 1994, Issue 354

"Just-in-time, 'Regimes' and Reductionism" (A. Jenkins), *Sociology*, Feb. 1994, Vol. 28, Issue 1

"Research on Human Resources Strategy in Great Britain : A Sketch of Recent Tendencies" (A. Jenkins), *Gestion 2000*, Apr. 1992, Issue 2

"Training and HR Strategy in France : Discourse and Reality" (A. Jenkins),

Employee Relations, Jan. 1991, Vol. 13, Issue 6

"Les expériences de conception participative en Scandinavie" (A. Jenkins), *Terminal*, Apr. 1990, Issue 49

"Similar Problems - Different Solutions : Contemporary Trends in French Industrial Relations" (A. Jenkins), *Employee Relations*, Jan. 1990, Vol. 12, Issue 4

"Les syndicats britanniques face aux défis de l'informatisation" (A. Jenkins), *Terminal : Informatique, Culture, Société*, May 1989, Issue 44

"The French Search for a New Model of the Firm" (A. Jenkins), *Journal of General Management*, Sept. 1988, Vol. 14, Issue 1

"Work, New Technologies and the Changing Form of Industrial Relations in France" (A. Jenkins), *Employee Relations*, Nov. 1987

Book Chapters

The French Experience of Flexibility : Lessons for British HRM. In: *Human Resource Management - The New Agenda* (with G. Van Wijk). Londres (Grande-Bretagne) : Financial Times, Pitman Publishing, SPARROW P, MARCHINGTON M., 1998, p. 259-271

Crises de performance, contextualisme et downsizing : remarques sur la recherche conjointe des universités de Liège, Louvain et Bruxelles. In: *Performance et Ressources Humaines*. Paris (France) : Economica, FERICELLI A.M., SIRE B., 1996

Hesitant Innovation : The Recent Evolution of Human Resource Management in France. In: *European Human Resource Management* (with G. Van Wijk). Londres (Grande-Bretagne) : Blackwell Business, CLARK T., 1996

Redessiner l'organisation du travail. In: *Tous DRH*. Paris (France) : Les Editions d'Organisation, PERETTI J.M., 1996

Surveillance, pouvoir organisationnel et quadrature du cercle". In: *Structuration du social et modernité avancée*. Sainte-Foy (Canada) : Les Presses de l'Université Laval, Québec, AUDET M., BOUCHIKHI H., 1993

France : Training Innovation, Social Strategies, and Organizational Change. In: *Research in Personnel and Human Resources Management (Supplement 3 International HRM)*. Greenwich Connecticut (USA) : Jai Press Inc, FERRIS G.R., KIRKBRIDE P.S., ROWLAND K.M., SHAW J.B., 1993

Working Papers

"Performance Appraisal Research: A Critical Review of Work on the Social Context and Politics of Appraisal" (A. Jenkins). Essec Research Center, DR-05004 mars 05.

"Management Accounting Change and the Construction of Coherence in Organisations: A Case Study" (A. Bourguignon). Essec Research Center, DR-04003 mars 04.

"Management Control and Coherence: Some Unresolved Questions" (A. Bourguignon, H. Norrekliit). Essec Research Center, DR-03018 mai 03.

"Learning from Two Contrasting Cases of Organizational Change : The Promise and Limits of Institutional Analysis" (M. Djelic). Essec Research Center, DR-95024 juin 95.

"The Diffusion of Managerial Innovations in France : Remarks on the Case of Total Quality Management"" (H. Mesure). Essec Research Center, DR-93060 déc. 93.

"Just-in-time, the Manufacturing Revolution in the West and New Forms of Work Organization"" (A. Jenkins). Essec Research Center, DR-92009 janv. 92.

"Peugeot, Projet ISOAR and the Participative Introduction of Automation"" (A. Jenkins). Essec Research Center, DR-90024 juil. 90.

"Worker Participation in System Design : the Collective Resource Approach" (A. Jenkins). Essec Research Center, DR-90023 juil. 90.

📖 Other Publications

Articles published in Conference Proceedings

"Organization Change: What Pole for Cultural Inertia and for Cultural Dynamics", With M. Vozian. In : *Proceedings of the EGOS Colloquium*, Berlin (Allemagne) : European Group for Organization Studies, 2005

"Changer d'outils de contrôle de gestion ? De la cohérence instrumentale à la cohérence psychologique", With A. Bourguignon. In : *Actes de la 1ère Journée : Gestion des Ressources Humaines et Contrôle de Gestion - Les aspects humains de l'audit et du contrôle de gestion*,. Rennes (France) : Université de Rennes 1, IGR, 2004

"Management Control and Coherence: Some Unresolved Questions", With A. Bourguignon, H. Norreklit. In : *Proceedings of the 7th Interdisciplinary Perspectives on Accounting Conference*,. Madrid (Espagne) : University Carlos III of Madrid, 2003

"New 'Organizational Forms and the Old Quest for Coherence'", With A. Bourguignon, H. Norreklit. In : *Proceedings of the 19th European Group for Organizational Studies (EGOS) Colloquium: Organizational Analysis Informing Social and Global Development*,. Copenhagen (Danemark) : EGOS, 2003

"Restructuring and Downsizing: Lessons from French Experience". In : *Third International Symposium on Human Resource Management Research -human Resource Management: In What Ways Have We Changed?*,. Seville (Espagne) : Universidad Pablo de Olavide, 2001

"Leadership, Uncertainty and Management Education", With L. Bibard. In : *Ethics in Business Leadership: Facing the Challenges of the Risk Century*,. Barcelone (Espagne) : IESE Universidad de Navarra, 1999

"Human Resources Planning in France : Lessons of the Recent Economic Recession". In : *The New Deal in Employment*,. Londres (Grande-Bretagne) : City University Business School, 1995

"Decline and Downsizing Strategies : Remarks on the Idea of Best Practice""". In : *Sciences de Gestion et Problèmes de l'Emploi*,. Lille (France) : IAE, 1994

"Human Resources Dilemmas in Restructuring : Lessons from the

Automobile Industry". In : *La G.R.H., Science de l'action ? - Proceedings of the Fifth colloquium of the Association française de gestion des ressources humaines*,. Montpellier (France) : Association Française de Gestion des Ressources Humaines, 1994

"Refraction Processes in the Diffusion of Flexibility : Innovation and Industrial Relations in Britain". In : *Université et Contingence de la GRH- Proceedings of the Fourth Annual Colloquium of L'Association Française de Gestion des Ressources Humaines*,. Jouy-en-Josas (France) : Association Française de la Gestion des Ressources Humaines, 1993

"The Fall... and Rise of Autonomous Work Groups". In : *La GRH avec ou sans frontières - Proceedings of the Third Annual Colloquium of L'Association Française de Gestion des Ressources Humaines*,. Lille (France) : Association Française de Gestion des Ressources Humaines, 1993

"Climates of Organizational Innovation and Advanced Manufacturing Technologies : On the Diffusion of Flexibility". In : *Chances et Risques de l'Informatisation dans l'Europe de Demain*,. Paris (France) : Centre de Coordination pour la Recherche et l'Enseignement en Informatique et Société (CREIS), 1992

"France : Two Decades of Innovation in Training". In : *Human Resource Management in the New Europe of the 1990's Proceedings of the Third Conference on International Human Resources Management*,. Berkhamsted (Royaume Uni) : Ashridge Management College (UK) and University of Illinois (US), 1992

"Les enjeux sociaux du Juste-à-Temps". In : *Pour une vision de la GRH - 2e Congrès de l'AGRH*,. Cergy-Pontoise (France) : Association Française de Gestion des Ressources Humaines, 1992

Press Articles

"Executive MBAs in the Eye of the Storm". *Newsweek*, 11 mai 2009, p. 75-75

Book Reviews

"Enriching Production : Perspectives on Volvo's Uddelvallä Plant as an Alternative to Lean Production". *Organization Studies*, 1996, vol. 17

Other Activities

📖 Scientific Activities

Conference Presentations

"Management Accounting and the Production of Coherence in Organisations: A Case Study", (with A. Bourguignon). 27th Annual Congress of the European Accounting Association, Prague, République Tchèque, 01 avr. 2004

"Tendencies in the Recent Evolution of HRM in France", (with J. Peretti). The 6th Easter Academy of Management Conference, Dublin, Ireland, 18

juin 1997

"Learning from Two Contrasting Cases of Organizational Change : The Promise and Limits of Institutional Analysis", (with M. Djelic). 12th Egos Colloquium, Istanbul, Turquie, 06 juil. 1995

"Power, Organizational Control and 'Squaring the Circle'", Colloque Structuration du Social et Modernité (Autour des travaux d'Anthony Giddens)", Cerisy-la-Salle, France, 15 juil. 1991

"La recherche en gestion des ressources humaines en Grande-Bretagne : tendances récentes", Premier colloque de l'Association Française de Gestion des Ressources Humaines- Perspectives de l'entreprise et recherche en GRH; les défis des années 90, Bordeaux, France, 27 nov. 1990

"Human Resources Planning in France: Lessons of the Recent Economic Recession" paper presented to the conference "The New Deal in Employment" at The City University Business School, London, Thursday 14th December 1995.

"Learning from Two Contrasting Cases of Organizational Change: the Promise and Limits of Institutional Analysis" (with Marie-Laure Djelic) paper presented to the 12th EGOS colloquium "Contrasts and Contradictions in Organizations", Bogaziçi University, Istanbul, 6-8th July, 1995.

▾ **Affiliations and Academic Responsibilities**

Member of the "Comité Scientifique" of Association Francophone de Gestion des Ressources Humaines for congresses of 1994 and 1996.
Member of the central bureau of that Organization 1996-1997.

▾ **Professional Experience**

Lecturer at the Polytechnic of Wales and the Open University.

Visiting Professor at the Institut d'Administration des Entreprises, Université Aix-Marseille.

Visiting Professor at the Università Luigi Bocconi, Milano, Italia.