

## Christian Koenig

Associate Professor,  
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### Contact

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## Education

PhD in Management, Université Paris IX - Dauphine.  
MA Business Economics, Harvard University.  
MS ESCP-EAP.  
Licence ès Sciences Economiques, Université Paris II.

## Research Areas

### Areas

Strategic alliances, international development, public sector. Asia

### Sectors

Telecommunications, consumer electronics, large projects.

### Geographical Areas

Asia

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## Publications

### ✉ Academic Publications

#### Books

*Perspectives en Management Stratégique.* (with A. Noel). Paris (France) : Economica, 1997

#### Articles

"The Simultaneous Education of Managers: The Case of ESSEC Business School" (C. Koenig, J. Tarondeau).. *Magazine Forum EFMD*, Jan. 2005

"De l'Etat contrit à l'Etat stratège" (, C. Koenig).. *Management International*, Mar. 1997, Vol. 1, Issue 2, p. 13-20

"The State - SOE Relationship : Some Patterns" (T. Hafsi, C. Koenig).. *Journal of Management Studies*, May 1988, Vol. 25, Issue 3

"Technology and Organization : The Mutual Organization in the European Aerospace Industry" (R. Thietart, C. Koenig).. *International Studies of Management and Organization*, Jan. 1988, Vol. 17, Issue 4

"Managers, Engineers and Government : The Emergence of the Mutual Organization in the European Aerospace Industry" (R. Thietart, C. Koenig).. *Technology in Society*, Jan. 1988, Vol. 10, Issue 1

"Programmes aérospatiaux : la stratégie de l'organisation mutuelle" (R. Thietart, C. Koenig).. *Revue Française de Gestion*, Mar. 1987, Issue 62

"Aspects de la littérature américaine en management" (G. Van Wijk, C. Koenig).. *Revue Française de Gestion*, Mar. 1986, Issue 56-57

## **Book Chapters**

*Management Education in Asia*. In: *The Future of Business Schools* (with P. Tapie). London (UK) : T. Durand & S. Dameron editor - Palgrave Macmillan, 2008, p. 327-335

*Managing Beyond Boundaries: The Dynamics of Trust in Alliances*. In: *Rethinking Strategy* (with G. Van Wijk). Londres (Grande Bretagne) : H. Volberda & T. Elfring editors - Sage Publication, 2001

*Confiance et contrat dans les alliances inter-entreprises*. In: THUDEROZ C., MANGEMATIN V., HARRISON D.. *La confiance : approches économiques et sociologiques*. Paris (France) : Gaëtan Morin, 1999, p. 127-150

*Strategic Divestment in the Public Sector : Patterns from France and Great Britain*. In: PETTIGREW A.M., ZAMBON S., ZAN L.. *Perspectives on Strategic Change* (with T. Hafsi, J. Jorgensen). Boston (USA) : Kluwer Academic Publishers, 1993

*Alliances inter-entreprises : le rôle de la confiance*. In: NOEL A.. *Perspectives en management stratégique* (with G. Van Wijk). Paris (France) : Economica, 1992

*Inter-firm Alliances : The Role of Trust*. In: THEPOT J., THIERART R.A.. *Microeconomic Contributions to Strategic Management* (with G. Van Wijk). Amsterdam (Pays-Bas) : North-Holland, Elsevier, 1991

*The Mutual Organization : A New Form of Cooperation in a High Technology Industry*. In: LOVERIDGE R., PITT M.. *The Strategic Management of Technological Innovation* (with R. Thietart). Chichester (Grande-Bretagne) : John Wiley & Sons Ltd., 1990

*The State SOE Relationship : Some Patterns*. In: HAFSI T.. *Strategic Issues in State-Controlled Enterprises* (with T. Hafsi). Greenwich, Connecticut (USA) : JAI Press, 1989

*Managing on the Borderline : Autonomy Strategies of State-Owned Enterprises*. In: HAFSI T.. *Strategic Issues in State-Controlled Enterprises*. Greenwich, Connecticut (USA) : JAI Press, 1989

## **Working Papers**

"Les alliances Inter-Entreprises et la Coopération émergente" (, C. Koenig). Essec Research Center, DR-97026 janv. 97.

"De l'Etat contrit à l'Etat stratège"95-18 déc. 95.

"Strategic Divestment in the Public Sector : Patterns from France and Great Britain" (T. Hafsi, J. Jorgensen, C. Koenig). Essec Research Center, DR-92010 janv. 92.

"Alliances inter-entreprises : le rôle de la confiance" (G. Van Wijk, C. Koenig). Essec Research Center, DR-91031 nov. 91.

"Interfirm Alliances : The Role of Trust" (G. Van Wijk, C. Koenig). Essec Research Center, DR-91001 janv. 91.

"Managing on the Borderline : Autonomy Strategies of State-Owned Enterprises" (, C. Koenig). Essec Research Center, DR-89005 janv. 89.

"From Competition to Cooperation : The Mutual Organization" (R. Thietart, C. Koenig). Essec Research Center, DR-89006 janv. 89.

### ▾ Other Publications

#### Articles published in Conference Proceedings

"Les alliances inter-entreprises et la coopération émergente". In : *Entreprises et Sociétés - Enracinement, mutations et mondialisation*,. Montréal (Canada) : Ecole des Hautes Etudes Commerciales, 1997

"Interorganizational Collaboration : Beyond Contracts", With G. Van Wijk. In : *International Association for Business and Society*,. Madison, Wisconsin (USA) : Denis Collins, 1993

"Managers, Engineers and Government : The Emergence of the Mutual Organization in the European Aerospace Industry", With R. Thietart. In : *Séminaire International de Management Stratégique (SIMS)*,. Cergy (France) 1986

#### Press Articles

"Stratégies Innovantes dans la Formation au Management". *Les Echos*, série *L'Art de la Stratégie*, 01 avr. 2000

"L'Homme politique, pédagogue et médiateur". 01 déc. 1998

"General Electric-Snecma : récit d'une alliance exemplaire". *Journal de Genève et Gazette de Lausanne*, 14 déc. 1995

#### Book Reviews

"L'auto qui n'existait pas". *Revue Française de Gestion*, 1994

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## Teaching

### ▾ Teaching at ESSEC

Strategic alliances

Asian economic environment

### ▾ Other Teaching Activities

Design of advanced management programs in Asia

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## Other Activities

### ▾ Scientific Activities

## Conference Presentations

"Les alliances inter-entreprises et la coopération émergente", Entreprises et Sociétés. Enracinement, mutations et mondialisation, Montréal, Canada, 21 août 1995

"Emerging Cooperation : The Dilemma of Trust vs. Calculativeness", 12th EGOS Colloquium, Istanbul, Turquie, 06 juil. 1995

"Interfirm Collaboration : Beyond Contracts", (with G. Van Wijk). Workshop on Schools of Thought in Strategic Management, Rotterdam, Pays-Bas, 14 déc. 1994

"Making Alliances and Partnerships Work : Learning from the Task to Create the Future", Strategic Management Society - 14th Annual International Conference, Jouy-en-Josas, France, 20 sept. 1994

"Power or Trust : Broadening the Perspective on Collaborative Strategy", (with G. Van Wijk). 14th Annual International Conference, Jouy-en-Josas, France, 20 sept. 1994

"The Dynamics of Interfirm Collaboration : Framework and Case-study", (with G. Van Wijk). 2nd IFSAM Conference- International Federation of Scholarly Associations of Management, Dallas, Texas, USA, 17 août 1994

"The Management of an International Technological Project", (with G. Van Wijk). Organizational Capabilities and Internationalisation Processes, Paris, France, 01 nov. 1993

"Power and Trust Issues in Alliances", Networks and Alliances : Theoretical and Empirical Research, Bath, Grande-Bretagne, 01 juin 1993

"Privatization and Industrial Renaissance", (with T. Hafsi, J. Jorgensen). Annual Conference, Londres, Grande-Bretagne, 01 oct. 1992

"Alliances et complexité", Colloque Gestion et Complexité, Entretiens Jacques Cartier, Montréal, Canada, 01 oct. 1992

"Alliances and Trust", (with G. Van Wijk). International Conference on Joint-Ventures and Strategic Alliances, Pennsylvania State, USA, 06 avr. 1992

"Alliances stratégiques : le rôle de la confiance", Conférence Internationale de Gestion Stratégique, Montréal, Canada, 01 oct. 1991

"Strategic Divestment in the Public Sector : Patterns from France and Great Britain", (with T. Hafsi, J. Jorgensen). Perspectives on Strategic Change, Venise, Italie, 01 mai 1991

"Strategic Alliances : Enlarging the Paradigm", (with G. Van Wijk). Workshop on Microeconomics / Strategic Management interface, Bruxelles, Belgique, 01 nov. 1989

"Managing Cultural Differences : The Case of Airbus Industrie", (with R. Moran). Strategic Management Society - Annual Conference, Amsterdam, Pays-Bas, 01 oct. 1988

"Mutual Organizations in Aerospace Macro-Projects", (with R. Thietart). Association Espanola de Macro-Enginiera, Barcelone, Espagne, 01 déc. 1987

"Co-organisation du Séminaire International de Management Stratégique", (with G. Van Wijk). Cergy, France, 01 juin 1987

"Logique publique ou logique privée : la stratégie d'autonomie des entreprises publiques", Congrès International de la Revue Politique et Management Public, Lyon, France, 15 déc. 1986

"Managers, Engineers and Politicians : The Experience of European Aerospace Macro-Projects", (with R. Thietart). Washington, USA, 01 mars 1986

May 1996: "Coopération émergente", atelier "Stratégie, coopération, compétition", Ecole de Printemps, Laboratoire d'Econométrie, Ecole Polytechnique, Paris

July 1996: "The Development of Trust", Workshop on Trust and Social Innovation, 8th Conference, Society for the Advancement of Socio-Economics (SASE), Genève.

November 1996: "Is the Transnational the End of History?", with H. Bouchikhi, Strategic Management Society Conference, Phoenix, Arizona.

December 1996: "Is the Transnational the End of History?", with H. Bouchikhi, European International Business Academy, University of Stockholm, Sweden.

June 1998: "La confiance est-elle un concept raisonnable?", Journée d'études Quels Concepts Fédérateurs en Sciences de Gestion?, Université Paris-Dauphine, Paris.

July 1998: "The Dynamics of Alliances," EGOS, Maastricht.

July 1998: "Trust and Contract," SASE (Society for the Advancement of Socio-economics), Vienna.

April 2001: "Designing and Implementing Cooperation in Europe", AACSB International annual conference, New York.

December 2001: "Finance et Contrôle de Gestion: quelles formations pour quelles compétences?", Congrès annuel de la DFCG.

April 2003: Integrating experience in management education", AACSB International annual conference, New Orleans.

### ▸ **Affiliations and Academic Responsibilities**

AIMS (Association Internationale de Management Stratégique), former member of the executive office, organizer of the 1995 conference.

Member, Strategic Management Society.

Member of the AACSB. Accreditation Application Review Committee, 1999 - 2001 and Candidacy Committee, 2001 - 2003.

Member of the Board, Université René Descartes (ex Paris V), 2001-04

### ▣ **Consulting and Other Activities**

Member of the Board, University René-Descartes Paris 5.

Numerous consulting or training programs for: Essilor, Usinor-Sacilor, Sonatrach, Philips, AGF, Sommer Allibert, EDF, Paribas, France Telecom.

### ▣ **Professional Experience**

Director of ESSEC MBA, 1998-2002.

Programme manager, Advanced Management Programme, ESSEC, 1995-1998.

Visiting professor:

- HEC, Montréal, Canada,
- SDA Bocconi, Italy.