

**Marie-Léandre
Gomez**

**Associate
Professor,
Department
Accounting and
Management
Control**



Contact

✉ **Mail:**
gomez@essec.fr
✉ Avenue Bernard
Hirsch,
BP 50105
95021 Cergy Pontoise
cedex
FRANCE

Education

Doctorate in management. University of Paris Nanterre
ESSEC diploma. ESSEC Business School

Research Areas

Areas

Organizational Learning, knowledge dynamics, planning and control, practice-based approach on learning and strategizing

Epistemology, qualitative methods

Sectors

Grand Restaurants / Haute Cuisine

Hospitals

On-going Projects

- **organizational knowledge dynamics during controlling practices.**

-With Isabelle Bouty : 1/ **a practice-based perspective on knowledge integration;** 2/ **Materiality in practice** 3/ **idea work and creative practice in Haute Cuisine.**

- With Philippe Lorino, Adrian Zicari (ESSEC); Jean-Yves Bonnefond & Yves Clot (CNAM); Etienne Minvielle (CNRS); Claude Sicotte (U of Montreal): **the impact of hospitals quality indicators on physicians' practice.**

Publications

✉ Academic Publications

Articles

"De la France au monde. Le Guide Michelin, vecteur du rayonnement de la marque France ?" (C. Drucker-Godard, I. Bouty, ML. Gomez), *Revue Française de Gestion*, Nov 2011, Vol. 37, Issue 218/219, p. 53-66

"The Emergence of an influential practice: Food for thought" (ML. Gomez, I. Bouty), *Organization Studies*, Jul 2011, Vol. 32, Issue 7, p. 921-940

"Dishing up individual and collective dimensions in organizational knowing" (I. Bouty, ML. Gomez), *Management Learning*, Nov 2010, Vol. 41, Issue 5, p. 545-559

"Des ressources à la pratique : analyse de la stratégie légumière dans le champ de la haute cuisine" (I. Bouty, ML. Gomez), *Revue Française de Gestion*, May 2010, Vol. 2010, Issue 203, p. 149-161

"Il n'y a pas de stratégie sans stratège" (E. Fimbel), *Expansion Management Review (L')*, Sep 2003, Issue 110, p. 87-94

"La planificación y el aprendizaje organizativo: el ejemplo de EDF GDF SERVICES en Francia" (ML. Gomez), *Harvard Deusto. Finanzas & Contabilidad*, Jan 2003, Issue 56

Book Chapters

A Bourdieusian Perspective on Strategizing. In: *The Cambridge Handbook of Strategy-as-practice*. Cambridge (UK) : Cambridge University Press, Damon Golsorkhi, Linda Rouleau, David Seidl, Eero Vaara. 2010, p. 141-154

La Fabrique de la stratégie dans la dynamique Champ-habitus-pratique. In: *La fabrique de la stratégie: une perspective multidimensionnelle*. Paris (France) : Vuibert, Damon Golsorkhi. 2006, p. 65-79

Developing Knowing in Practice: Behind the Scenes of Haute Cuisine. In: *Knowing in Organizations: A Practice-based Approach* (with I. Bouty, C. Drucker-Godard). New-York (Etats-Unis) : M.E. Sharpe, NICOLINI D., GHERARDI S., YANOW D.. 2003

Identification des compétences clés dans les Grands Restaurants. In: *Perspectives en Management Stratégique* (with I. Bouty, C. Drucker-Godard). Paris (France) : Editions EMS, DOSTALER I, LAROCHE H., 2002

Professional Publications

Book Chapters

Dans les Marmites de l'innovation. In: *L'art de l'innovation* (with I. Bouty). Paris (France) : l'Harmattan, Nicolas Mottis. 2007

Working Papers

"Knowledge Dynamics During Planning Practices" (ML. Gomez). Essec Research Center, DR-09011 Nov 09.

"The Social Dimensions of Idea Work in Haute Cuisine: A Bourdieusian Perspective" (ML. Gomez, I. Bouty). Essec Research Center, DR-09010 Nov 09.

"Unpacking Knowing Integration: A Practice-based Study in Haute Cuisine" (ML. Gomez, I. Bouty). Essec Research Center, DR-09009 Nov 09.

"A Bourdieusian Perspective on strategizing" (ML. Gomez). Essec Research Center, DR-07024 Nov 07.

Other Publications

Articles published in Conference Proceedings

"Organizational knowledge dynamics in management control practices". In : *Proceedings of the EAA conference*, European Accounting Association. Rome (Italie) : Université de Rome, 2011

"Strategic renewal in practice", With I. Bouty. In : *proceedings of the 30th annual conference* , Strategic management society conference. Rome (Italy) : SMS, 2010

"Knowledge dynamics and management control: a practice-based approach". In : *Proceedings of the MCA conference*, 8th International Management Control Research Conference. London (UK) : University of Greenwich, 2010

"Knowledge integration in practice: from individual ideas to collective new dishes in haute cuisine", With I. Bouty. In : *Proceedings of the AOM Conference*, Academy of Management Annual Conference. Montreal (Canada) : Academy of Management, 2010 (division OMT (organization & Management Theory))

"Materiality in practice: the role of intermediary objects in knowledge integration", With I. Bouty. In : *Proceedings of the First International Strategy as Practice workshop in North America* , International Strategy as Practice workshop. Montreal (Canada) : HEC Montréal, 2010

"Materiality Matters: Intermediary Objects as Coordination Platform". In : *Proceedings of the 26th Egos colloquium*, 26th EGOS colloquium. Lisbon (Portugal) : Universidad nova, 2010 (présenté dans le thème 18: "Coordination in Action: Practices of Coordination and the Coordination of Organizational Practices")

"From a local practice to an international standard in haute cuisine: the birth, rise and diffusion of vegetable gastronomy", With I. Bouty. In : *Proceedings of the 26th Egos colloquium*, 26th EGOS colloquium. Lisbon (Portugal) : Universidad nova, 2010 (sub-theme 20 "Creative Industries ¿ Paradoxes and Tensions between Local Formats and Global Standards")

"The rise (and rise) of vegetables in haute cuisine: innovative practice spread and institutional change.", With I. Bouty. In : *Proceedings of the 1st INBAM Conference*, INBAM (International Network of Business and Administration Journals). Valencia (Spain) : Universitat de Valencia, 2010

"The Head Chef's Creativity Privilege in Haute Cuisine: Strategic Knowledge and Practice in Gourmet Kitchens", With I. Bouty. In : *Proceedings of the 1st INBAM Conference*, INBAM (International Network of Business and Administration Journals). Valencia (Spain) : Universitat de Valencia, 2010

"Emergence and Spread of a practice in an international field: why and how ingredients became gastronomic ingredients", With I. Bouty. In : *Proceedings of the 35th EIBA Annual Conference*, 35th EIBA Annual Conference (European International Business Academy). Valencia (Espagne) : EIBA, 2009

"The social dimensions of idea work in Haute Cuisine: a Bourdieusian perspective", With I. Bouty. In : *Proceedings of the 25th Egos colloquium*, 25th EGOS colloquium. Barcelona (spain) : Universitat Ramon Llul, 2009 (ce papier a remporté le prix du meilleur papier pour la session 29.)

"Creating in organizations as an occasion for knowing integration: ", With I. Bouty. In : *Proceedings of the 25th Egos colloquium*, 25th EGOS colloquium. Barcelona (spain) : Universitat Ramon Llul, 2009 (papier présenté dans le track 23 "Knowledge integration and innovation")

"De l'approche par les ressources à une approche pratique de la stratégie ". In : *Actes de la XVIIIe conférence*, AIMS. Grenoble (France) : AIMS, 2009

"Dishing up individual and collective dimensions in knowing", With I. Bouty. In : *proceedings of OLKC4*, International Organizational Learning, knowledge and Capabilities conference. Amsterdam (Netherlands) : VU University, 2009

"Knowing in practice: exploring the role of symbolic violence". In : *Proceedings of the 24th Egos colloquium on Upsetting Organizations*, EGOS colloquium. Amsterdam (Netherlands) : University of Amsterdam, 2008

"Organizations as practice portfolio: Towards a conceptual/ exploratory attempt", With I. Bouty. In : *Proceedings of the 23rd Egos conference*, EGOS 23rd EGOS conference, Vienna, July 2007, Standing Working Group 5. Viena (Austria) : University of Viena, 2007

"From individual competence to organizational advantage: the case of Haute-Cuisine", With I. Bouty. In : *22nd EGOS colloquium; Track 6: Strategizing and organizing activity and practice*, 22nd EGOS Colloquium . Bergen (Norway) : University of Bergen, 2006

"From Chef's practice to global change in Haute Cuisine", With I. Bouty. In : / *Sub Theme 7: Exploring the Relationship between Practice, Institution, and Change in the Organizing Society*, , 22nd EGOS colloquium . Bergen (Norway) : University of Bergen, 2006

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Re-turn to Bourdieu: a systemic approach to practice". In : *Re-turn to practice*, 2nd Organization Studies summer workshop. Athens (Greece) : Alba University, 2006

"Organizational Knowledge Dynamics during Planning Practices". In : *Proceedings of EGOS Conference, Berlin*,. Berlin (Allemagne) : EGOS, 2005

"Can Performance Measurement Systems and Control Practices be Used to Improve Organizational Learning? Evidence From an Empirical Case Study". In : *Proceedings of the 3rd EIASM Conference on Performance Measurement and Management Control Improving Organizations and Society*,. Nice (France) : EIASM, 2005

"The Passion of Inquiry: The Contribution of Abduction for Research on Organizational Knowledge and Learning", With P. Lorino. In : *Proceedings of the 6th International Conference on Organizational Learning and Knowledge (vol. 1)*,. Trento (Italy) : University of Trento e-books, 2005

Press Articles

"Dans les marmites de l'innovation". *Les Echos / L'art de l'innovation*, 01 Jun 2006, p. 2-3

Teaching

📖 Teaching at ESSEC

ESSEC période initiale : management accounting ; tuteur P.I.E.

ESSEC MBA : management control (core coursel CPT 148; 'plan, projects, process' CPT 222); mise à niveau AST

MBA in International Luxury Brand Management: Strategic Cost Management

PhD in Management : qualitative research methods seminar (grounded theory ; abductive approach); management control options (practice-based approach on planning and budgeting; knowledge dynamics)

ESSEC MBA: management control : core course (CPTG31 148) and

Other Activities

▾ Scientific Activities

Conference Presentations

"Strategy as a Game: A Bourdieusian Approach to Managerial Strategies in an Organizational Field", (with B. Leca). Academy of Management Annual Conference, Honolulu, Hawaii, 10 Aug 2005

AVAILABLE IN PROCEEDINGS

"Can performance measurement systems and Control practices be used to improve organizational learning? Evidence from an empirical case study", 3rd conference on performance measurement and management control improving organizations and society, EIASM, Nice, France, September 22-23 2005.

"Organizational knowledge dynamics during planning practices", 16th EGOS conference, Berlin, Germany, 30th June- 2nd July 2005

"the passion for inquiry: the contribution of abduction in research on organizational knowledge and learning" with Ph.Lorino, 6th conference on Learning and Knowledge, Trento, Italy, may 2005.

Paper available at <http://eprints.biblio.unitn.it/archive/00000828/>

"A socio-constructivist perspective on organizational knowledge and learning: knowing during planning practices?", 2nd Organizational Knowledge, Learning and capabilities Conference, Barcelona, Spain, April 14th-15th 2003

"Quels effets organisationnels pour les ERP ?", avec B. Frot et A. Duwer, Actes de la XIe conférence de l'AIMS (Association Internationale de Management Stratégique), Paris, 5-7 juin 2002

"Knowing in practice: the case of French Grand Restaurants", with I. Bouty and C. Godard, Organizational Learning and Knowledge Management Conference Proceedings, London, OT, Canada, June 1st-4th 2001

"Organisation professionnelle : la gestion des compétences clés dans les Grands Restaurants", avec C. Drucker-Godard (1er auteur) et I. Bouty, Actes de la Xe conférence de l'AIMS, Quebec, Canada, 13-15 Juin 2001

"Construction de connaissance organisationnelle au cours de processus de planification à transversalités hiérarchique et fonctionnelle", Actes de la VIIIe conférence de l'AIMS, Louvain, Belgique, 27-29 Mai 1998

OTHER CONFERENCES

Organisation de la table ronde : "mobiliser les travaux de Pierre Bourdieu en théorie des organisations"; conférence de l'AIMS, Le Havre, juin 2004.

" Pierre Bourdieu's methodological and theoretical contributions to Knowledge Creation and Learning Research ", 2nd European Academy of Management conference, Stockholm, Sweeden, May 1st-3rd 2002.

" La planification comme pratique d'un jeu social : implication des travaux de Pierre Bourdieu sur les pratiques en entreprise ", conférence annuelle de l'A.S.A.C. (Association des Sciences Administratives du Canada), London OT, Canada, 27-29 Mai 2001.

" An Empirical Study of Organizational Knowledge Construction During Planning Processes ", EGOS annual conference, Helsinki, Finland, July 1st-3rd 2000.

" A Competence-based view of professional organizations : the case of "Grand Restaurants" and their Chefs " with I. Bouty and C. Godard - Competence-Based Management Conference, Helsinki, Finland, June 2000.

" The social consequences of organizing knowledge ", I.A.B.S.(International Administrative and Business Society) tenth Conference, Paris, France, June 18th-20th 1999.

" Comment définir la connaissance dans l'organisation? Nature et dynamique de la connaissance observée dans le cadre de la planification. ", Conférence annuelle de l'A.S.A.C., St John NB, Canada, juin 1999.

" A cognitive approach of strategic groups: the case of French retailing ", INFORMS marketing conference, Syracuse, NY, U.S.A., June 12th-13th 1999.

" Developing a planning system to improve knowledge in organization ", INFORMS conference, Cincinnati, OH, U.S.A., April 26th- 28th 1999.

" Organizational knowledge creation and planning processes ", Academic and Doctoral Workshop on Competence-Based Management, Copenhagen Business School, Danmark, February 16th-19th 1999.

▣ **Affiliations and Academic Responsibilities**

- AIMS (Association Internationale de Management Stratégique)
- Academy of Management
- EGOS (European group for Organization Studies)

▣ **Consulting and Other Activities**

ACADEMIC ACTIVITIES

- Ad-hoc reviewer for the Academy of Management Conferences (MOC division) since 1999
- Ad-hoc reviewer for ASAC conferences (1999 & 2000)
- Ad-hoc reviewer for AIMS conference (since 2004)

▣ **Professional Experience**

AS AN ACADEMIC

assistant professor, Reims Management School (2002-2003)

Lecturer, University of Paris X-Nanterre (allocataire-moniteur 1995-1998; A.T.E.R. 1999-2001)

lecturer, ESCP-EAP ; H.E.C. (2002-2003)

Invited researcher (pre and post doct fellow), ESADE, Barcelona, (2001-2002)

Visiting doctoral student, Johnson Graduate School of Management, Cornell University, Ithaca, NY (1998-1999)