ESSEC is a graduate school with programs ranging from Bachelor to PhD, a wide range of Masters programs including our flagship Master in Management and Global MBA programs. ESSEC also offers executive education and custom training designed and developed on-demand for our partners from the private sector. ESSEC holds the “Triple crown” of accreditations for global business education: EQUIS, AACSB and AMBA.

At the core of the ESSEC learning experience is a combination of excellence and distinctiveness. ESSEC’s unique educational model is based on education by experiences, that foster the acquisition of cutting-edge knowledge with the development of know-how and life skills. At ESSEC, we aim to empower students and give them the keys to imagine, create, lead and have a positive impact in the business world of tomorrow that will be more complex and changing ever more rapidly.

ESSEC is a world-school. Our International campuses in Asia-Pacific and Africa are dual gateways that allow students to really immerse themselves into different cultures worldwide and develop genuine expertise about business in those regions. They allow our school to build deeper alliances with academic, private and public partners in those regions that are growing at an accelerated pace and will be leaders of economic growth in tomorrow’s world. ESSEC has built a network of alliances with academic partners worldwide so that its students’ learning journey is a true international one.

ESSEC is a school with French Roots that trains responsible leaders. Being a responsible leader means being able to see beyond business as usual. Responsible leaders are able to value long-term benefits over short-term profits; they are able to blend corporate performance with employees’ well-being. To prepare its students for the world of tomorrow, ESSEC’s pedagogy seeks to awaken and develop creative and critical thinking, together with the learning-by-doing method. Responsible leaders are those who can see the broader picture.

ESSEC is a full ecosystem at the crossroad of rigorous and relevant research, innovation, business and society. At ESSEC we believe in bringing research and companies into the classroom, we also believe that learning doesn’t end with a degree: learning at ESSEC means becoming a life-long learner and joining a close-knit community of more than 60,000 Alumni all across the globe.
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Key figures

- **60,000** graduates worldwide
- **6,660** students in full-time undergraduate and graduate programs
- **4** campuses in Cergy, Paris-La Défense, Singapore and Rabat + augmented digital campus
- **2,000** degrees awarded each year, including 1,600 at graduate level
- **30** learning and research chairs
- **32** double degree programs (26 international, 6 national)
- **163** permanent faculty of 37 nationalities including 21 emeriti professors
- **34%** international students
- **102** nationalities represented
- **218** partner universities in 45 countries
- **+100** student organizations
- **5,000** managers in executive education
- **+500** partner companies in education and recruitment
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### LE CENTRE DE RECHERCHE DU GROUPE ESSEC

**Publications du corps professoral en 2018**

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It is with great pleasure that the ESSEC Research Center team presents its Yearbook. The yearbook contains all the publications made by the Faculty of ESSEC during 2018 in academic and professional books and journals, as well as communications in national and international scientific conferences.

The production of original intellectual content is a key mission of a higher education institution such as ESSEC. The creation of knowledge is the first step in a virtuous circle. Through research, faculty members create new knowledge, leading to courses and training materials that are sharp, relevant, and up-to-date. The school’s reputation attracts good students, who will obtain good placements and will make their mark on civil society. Over time, the institution builds expertise, credibility, and reputation, all essential attributes to find the resources necessary to fund new research.

The mission of the ESSEC Research Center is to support and coordinate the research efforts of our faculty members, and help them imagine, present, discuss and implement their research ideas. We work every day towards this purpose.

It is therefore with pride that we present to you all of our publications. Their quality reflects our guiding principles of academic excellence, international ambition, and a commitment to diversity.

Wishing you happy reading,

José-Miguel Gaspar,
Associate Dean for Research
Comptabilité-contrôle de gestion
Accounting & Management Control
LORINO P.
Pragmatism and Organization Studies [EGOS Book Award 2019]

Mots-clés : Abdication - Communauté - Enquête - Habitude - Médiation sémiotique - Pragmatisme - Processus - Processus organisant – Valuation

Keywords: Abduction - Community - Habit - Inquiry - Organizing - Pragmatism - Process - Semiotic Mediation - Valuation

Direction d’ouvrage collectif/Edited book

LORINO P.
(MITEV N., MORGAN-THOMAS A., LORINO P., DE VAUJANY F-X., NAMA Y.)
Materiality and Managerial Techniques
This edited book examines the relationship between the materiality of artefacts and managerial techniques, combining the recent scholarly interest on socio-materiality with a focus on management. Exploring managerial techniques, the social and material tools used by actors to guide or facilitate collective activities, topics include their socio-materiality, performative dimension, role in managerial control, relationship to organisational space and relationship to organisational legitimacy. This volume particularly explores the valuation and legitimation practices or processes involving managerial...
techniques, their modalities, specificities and involvement in collective activity within organisations. The overall aim of the chapters is to explore in different approaches and instances the way in which material artefacts are able to inscribe and enforce managerial action which affects daily work practices.

Participation à des ouvrages collectifs/Book chapters

CHRISTENSEN M.
Financial Reporting
in: Global Encyclopedia of Public Administration, Public Policy, and Governance
Farazmand A. (ed.)
Springer: 2018
In this entry, the following issues are considered in their public sector contexts: purposes and boundaries of financial reporting, relationships with other aspects of the accounting function, the performativity of financial reporting, and recent trends in public sector financial reporting.

Keywords: (Loose) Annual Reporting - External Accounting - Financial Reporting

GOMEZ M.-L.
(BOUTY I., GOMEZ M.-L., STIERAND M.)
The Creative Leadership Practices of Haute Cuisine Chefs
In: Creative Leadership. Contexts and Prospects
Mainemelis C., Epitropaki O., Kark R. (eds.)
Routledge: New York (USA), 2018, chap. 9, pp. 156-170
This chapter aims at detailing directing practices contributing to creative leadership and identifying what creative leaders actually do to enhance team creativity and materialize the leader’s creative vision through the organization’s outcomes. This research relies on a practice-based approach, which allows it to enter into the minutiae of organization and work. It emphasizes the doings, the daily interactions between actors, and the relationship between their work and organizational field level. Mobilizing data collected through authors’ long-standing research projects on creative haute cuisine restaurants, this research inductively builds upon reflexive interpretation to unveil three dynamics of directing practices: enabling, as configuring the creative space to set the conditions of creative work; orientating, as managing creative work to keep abounded and focused; and complying, as assessing ideas to select those that fit.

LORINO P.
Conclusion: What Next, What For?
in: Materiality and Managerial Techniques
Mitev N., Morgan-Thomas A., Lorino P., De Vaujany F-X., Nama Y. (eds.)
Palgrave Macmillan: London (UK), 2018, chap. 15, pp. 381-388
The book suggests studying the material and temporal dimension of valuation processes rather than “values” as objective or subjective entities, and to trace flows, transformations, and organizations in the making. The tacit or explicit hypotheses about social action involved in valuation processes can become the relevant subject matter of social controversies and exploratory inquiries. Emphasizing the reflective role of actors provides an antidote against technocratic views of managerial techniques and practices. Valuation, instrumented with managerial techniques, is not a process situated outside of activity, the process of representing activity from an observer’s position, but rather an integral dimension of activity itself. The key debate is not about “true or wrong” representation, but rather about practical relevance, immediate and enduring effects.
**Keywords:** Inquiry - Management Techniques - Reflexivity - Valuation - Values - Work Activity

LORINO P.
**Organizing, Management Tools and Practices**
in: *Materiality and Managerial Techniques*
Mitev N., Morgan-Thomas A., Lorino P., De Vaujany F-X., Nama Y. (eds.)
Palgrave Macmillan: London (UK), 2018, chap. 9, pp. 221-246
The chapter examines the different theoretical frameworks used to explore the relationship between management tools and organizational practices. It is suggested that they all adopt one of two main theoretical options: they either assign to management tools a status of representation of activity, in the cognitivist sense, or a status of social mediation, in a semiotic perspective.
Concerning management systems, the category of 'textility' proposed by Tim Ingold may be more adequate than the category of materiality. Textility is a particular interweaving of purposeful movements, through which meaning-making social groups fabricate situations as 'material' situations. The chapter illustrates this using a case study concerning the management of experience feedback in the nuclear industry. Management tools are not already formed things, but materials to construct new forms.
**Keywords:** Experience Feedback - Management Tools - Nuclear Industry - Practice - Representation - Semiotic Mediation - Textility

ZICARI A.
**(ZICARI A., RENOUARD C.)**
**A Forgotten Issue? The Absence of Corporate Tax Issues in the CSR Debate**
in: *The Critical State of Social Responsibility in Europe*
Tench R., Jones B., Sun W. (eds.)
Emerald: Bingley (UK), 2018, chap. 13, pp. 243-259
This article intends to explore the emerging concept of Fiscal Responsibility (FR). There is an on-going debate about what companies are responsible for, and the reasons and the limits for this responsibility. And while the social awareness for this issue increases, it is not clear whether corporate tax dealings can be articulated into the wider realm of Corporate Social Responsibility (CSR).
**Keywords:** CSR - Fiscal Responsibility - Taxation

**Articles dans des revues/Journal articles**

CHRISTENSEN M.
**(CHRISTENSEN M., GREILING D., CHRISTIAENS J.)**
**Governmental Accounting Practitioners: Cardigan Removed, Research Agenda Revealed**
*Accounting, Auditing & Accountability Journal*, vol. 31, n° 4, 2018, pp. 1026-1044
The purpose of this paper is to encourage research implicating public sector accounting practitioners. It overviews articles in the AAAJ Forum arising from the Comparative International Governmental Accounting Research (CIGAR) Network conference in 2015 in which practitioners’ doings were themes across numerous papers. The paper’s central objective is to scope out an agenda for future research in the area.
Using the CIGAR presentations and papers reviewed for this AAAJ Forum, a
desk-based study informed by these sources and others has been conducted. Aspects of public sector accounting-practitioners’ doings hold promise in themselves whilst also being likely to complement and enrich other themes of public sector accounting research. Those aspects give rise to analytical frames, which may overlap and/or reinforce other aspects. Those analytical frames are: first, examining networking between practitioners; second, identifying implications of the professionalisation project for public sector accounting practitioners; third, analysing public sector accounting practitioners’ responses to the rise of external experts; and, fourth, exploring how public sector accounting practitioners interact with forces that shape the accounting craft. The four articles published here variously address several parts of these themes. In scoping out a future research agenda, this paper justifies greater attention being paid to the four themes noted in its findings. In each of these research fields, an interdisciplinary approach is important.

**Keywords:** Expert System - Network Analysis - Practitioners - Professional Accountancy Organisation - Professions - Public Sector

**ENDENICH C.**
(ENDEHNICH C., TRAPP R.)
**Ethical Implications of Management Accounting and Control: A Systematic Review of the Contributions from the Journal of Business Ethics**
*Journal of Business Ethics, 2018, doi: 10.1007/s10551-018-4034-8*

Management accounting and control seeks to provide information that substantiates decision-making at all firm levels and thus may also foster ethical decision-making. Against this background, this article presents a systematic literature review of research on management accounting and control and business ethics that has been published in the Journal of Business Ethics. Through this review, we intend to bring to the forefront a research topic that has been widely neglected in broader literature reviews on accounting ethics research and that has been covered by a small number of articles published by traditional leading accounting journals only. Our systematic literature review is guided by a theoretical framework that integrates the decision-facilitating and decision-influencing roles of management accounting and control information and the stages of the ethical decision-making process. Through this theoretical lens, we analyze 64 management accounting and control articles published in the Journal of Business Ethics over more than three decades. Synthesizing and structuring this research, we discuss prior accomplishments and elaborate on avenues for future research.

**Keywords:** Budgeting - Controller - Ethics - Journal of Business Ethics - Management Accountant - Management Accounting - Management Control System - Performance Measurement System

**ENDENICH C.**
(ENDEHNICH C., TRAPP R.)
**Signaling Effects of Scholarly Profiles - the Editorial Teams of North American Accounting Association Journals**
*Critical Perspectives on Accounting, vol. 51, 2018, pp. 4-23*

This paper provides a longitudinal analysis of the editorial teams of Contemporary Accounting Research (CAR) and The Accounting Review (TAR) with regard to the subject areas and research methods as well as the doctoral degree schools represented by their members. From a signaling theory perspective, we consider the scholarly
profiles of the editorial team members a powerful signal that the journals send to the academic community concerning the types of research preferred for publication.

ENDENICH C.
(ENDENICH C., TRAPP R.)
Rejoinder: Toward an Overarching Signaling Framework - the Editorial Teams of North American Accounting Association Journals
Critical Perspectives on Accounting, vol. 51, March 2018, pp. 84-86
This article intends to contribute to the longstanding debate about the role that leading accounting journals and their senior editors play in the construction of the potentially increasing homogeneity of accounting research. More precisely, we develop an overarching signaling framework that considers multiple signals sent by the different actors involved in the production and dissemination of academic accounting knowledge.

FILIP A., LUI D.
(FILIP A., HUANG Z., LUI D.)
Cross-Listing and Corporate Malfeasance: Evidence from P-Chip Firms
The rapid growth of the private sector in China in recent decades has created a large number of capital-hungry private sector firms. An increasing number of these firms choose to raise equity capital on international exchanges, which typically have stronger disclosure, corporate governance, and investor protection regulations. In light of international investors’ and regulators’ concerns about the corporate finance practice of China’s private sector firms, particularly regarding the integrity of their reported earnings, we investigate whether these firms aggressively manipulate their accounts by examining those listed in Hong Kong, commonly known as P-chips. We find systematic evidence that P-chips engage in more earnings management and other corporate misbehaviors than their counterparts in Hong Kong. We posit and provide evidence consistent with cross-jurisdictional enforcement difficulty as a possible explanation to P-chips’ questionable practice, and discuss its implications.

Keywords: China’s Private Sector - Corporate Malfeasance - Enforcement Difficulty - P-chips

JENY A.
Pitching Non-English Language Research: A Dual-Language Application of the Pitching Research Framework
Accounting and Management Information Systems, vol. 17, n° 2, 2018, pp. 266-290
The global language of scholarly research is English and so the obstacle of getting noticed is mountainous when the article is not written in the English language. Indeed, despite rapid advances in technology, the “tyranny of language” creates a segmentation inhibiting scholarly research and innovation generally. Mass translation of non-English language articles is neither feasible nor desirable. Our paper proposes a strategy for remedying this segmentation – such that, the work of non-English language scholars become more discoverable. The core piece of this strategy is a “reverse-engineering” [RE] application of Faff’s (2015, 2017a) “pitching research” template. More specifically, we provide access to translated versions of the “cued” template across thirty-three different languages, and most notably for
this journal, including the Romanian and French languages. Further, we showcase an illustrative dual language French-English example.

**Keywords:** Afrikaan - Arabic - Bengali - Chinese - Danish - Discoverability - Dutch - Filipino - Finnish - French - German - Greek - Hebrew - Hindi - Indonesian - Italian - Japanese - Khmer - Korean - Lao - Myanmar - Non-English Language Research

KOH P.-S.
(KOH P.-S., REEB D. M., ZHOU W.)
CEO Confidence and Unreported R&D
*Management Science*, vol. 64, n° 12, 2018, pp. 5725-5747
We investigate whether managerial traits influence corporate decisions to provide mandatory financial disclosures. The results indicate that firms with confident chief executive officers (CEOs) are 24% more likely to report their research and development (R&D) expenditures relative to firms with cautious CEOs. Exploiting staggered, state-level regulatory shocks and changes in CEO type, we find substantial evidence that cautious CEO firms fail to report R&D expenditures. After a plausibly exogenous shock to managerial reporting liability, cautious CEO firms exhibit a 35% larger reduction in unreported R&D relative to confident CEO firms. Interestingly, confident CEO firms do not exhibit more innovation than their cautious CEO counterparts after taking into account their differing propensities to report corporate R&D. Overall, our analysis suggests that the precision or reliability of mandatory disclosures systematically varies with managerial characteristics.

**Keywords:** Corporate Opacity - Innovation - Mandatory Disclosure - Missing R&D - Overconfident CEOs

LECA B.
(KERN A., LAGUECIR A., LECA B.)
Behind Smoke and Mirrors: A Political Approach to Decoupling
*Organization Studies*, vol. 39, n° 4, 2018, pp. 543-564
In this paper, we examine neglected dimensions of decoupling - i.e., its power and political aspects. We draw on an empirical study of the reaction of two hospital subunits and an external agency (the Regional Health Agency) to a policy implementation, to contribute to the recent renewed interest in decoupling. We first reconsider the distinction between internal and external actors by investigating how they interact in their responses to the new policy implementation. While observing different forms of decoupling, we show how power and politics allow us to understand how these forms are articulated and related. Furthermore, we highlight that contexts characterized by institutional complexity are particularly propitious for decoupling. Finally, we outline that how actors use logics to justify their claims might differ significantly from how they enact those logics. More broadly, this paper contributes by bringing back power and politics into the analysis of institutional processes.

**Keywords:** Agency - Decoupling - Healthcare Management - Institutional Theory - Power Dependence Theory

LINDER S., ENденич C.
(ZOR U., LINDER S., ENденич C.)
CEO Characteristics and Budgeting Practices in Emerging Market SMEs
Small and medium-sized enterprises (SMEs) play an important role in the gross national product and employment in most emerging markets. However, little is known about their budgeting practices and, in particular, about the role of CEO
characteristics for the adoption and extent of budget use. Drawing on a broad sample of manufacturing firms from Turkey, we shed light on the role of CEO characteristics for the adoption and extent of use of formal budgets.

**Keywords:** Budgeting - Strategic Choice Theory - Upper Echelons Theory

LINDER S.
(FOSS N. J., LINDER S.)
**Microfoundations of Organizational Goals: A Review and New Directions for Future Research**

Organizational goals are central in management theory, yet our understanding of their antecedents, formation and dynamics, and consequences contains many gaps, in particular concerning the microfoundations of how goals are formed and changed and through which they may affect individual and organizational performance. We distill a number of key themes in the extant literature, use the microfoundations perspective to isolate research gaps, and suggest a microfoundational framework for future research on organizational goals. We discuss the theories that are particularly promising with respect to furthering such research on organizational goals.

**Keywords:** Aspirations - Individual Goals - Microfoundations - Objectives - Organizational Goals - Targets

LORINO P.
**Le management de l’action complexe : contrôler ou explorer ?**
*Projectics / Proyectica / Projectique*, vol. 2018, n° 19, 2018, pp. 13-22

Deux paradigmes organisationnels sont historiquement concurrents : l’organisation conçue comme processeur d’information, vision cohérente avec l’identification du management comme fonction de contrôle, et l’organisation conçue comme système d’action collective, vision cohérente avec l’identification du management comme fonction de support méthodologique aux enquêtes menées réflexivement par les équipes opérationnelles sur leur propre activité. Le concept de représentation rationnelle, représentation de l’action (taylorisme) ou représentation de la pensée sur l’action (cognitivisme, Herbert Simon), est au cœur du premier paradigme. Au cœur du second se trouve le concept d’enquête, issu de la philosophie pragmatiste, développé dans le monde de l’entreprise par le mouvement du management de la Qualité et mettant l’accent sur deux règles : toute amélioration organisationnelle est expérimentale et il n’y a pas de substitut abstrait à l’expérience directe de l’activité.

Two organizational paradigms are historically competing: the organization as an information processor, coherent with the identification of management as a control function, and organization as a system of collective action, coherent with the identification of management as the heuristic support of the reflexive inquiries conducted by operational teams on their own activity. The concept of rational representation, representation of action (Taylorism) or representation of thought about action (cognitivism, Herbert Simon) is at the heart of the first paradigm. At the heart of the second paradigm we find the concept of inquiry, stemming from the pragmatist philosophy and developed in the business world by the Quality management movement, emphasizing two rules: any organizational improvement is experimental and there is no substitute for the direct experience of activity.

**Mots-clés :** Complexité - Contrôle - Enquête - Gestion de la qualité - Management - Organisation - Pragmatisme - Représentation
Keywords: Complexity - Control - Inquiry - Management - Organization - Pragmatism - Quality Management - Representation

LUPU I. (LUPU I., SPENCE C., EMPSON L.)
When the Past Comes Back to Haunt You: The Enduring Influence of Upbringing on the Work–Family Decisions of Professional Parents
*Human Relations*, vol. 71, n° 2, 2018, pp. 155-181

Prior research generally presents work-family decisions as an individual's rational choice between alternatives, downplaying the crucial role that upbringing plays in shaping work and parenting decisions. This article emphasizes how habitus – historically constituted and embodied dispositions – structures perceptions about what is ‘right’ and ‘normal’ for working mothers and fathers. This relational approach explores how the entrenched dispositions of individuals interact dynamically with contextual imperatives to influence professionals’ work-family decisions. Drawing on 148 interviews with 78 male and female professionals, our study looks at much deeper rooted causes of work-family conflict in professional service firms than have hitherto been considered. We show how dispositions embodied during one’s upbringing can largely transcend time and space. These dispositions hold a powerful sway over individuals and may continue to structure action even when professionals exhibit a desire to act differently. In turn, this implies that the impediments to greater equality lie not only in organizational and societal structures, but within individuals themselves in the form of dispositions and categories of perception that contribute towards the maintenance and reproduction of those structures. Additionally, in a more limited number of cases, we show how dispositions adapt as a result of either reflexive distancing or an encounter with objective circumstances, leading to discontinuity in the habitus.

Keywords: Habitus - Professional Parents - Professional Service Firms - Socialization - Upbringing - Work-Family Decisions - Working Parents

RICHARD C. (JIANG L., ANDRE P., RICHARD C.)
An International Study of Internal Audit Function Quality
*Accounting and Business Research*, vol. 48, n° 3, 2018, pp. 264-298

We investigate organisational and environmental factors that influence firms’ incentives to develop high-quality internal audit functions (IAFs) by using a unique international sample formed by matching proprietary data from a global internal auditor survey with public data obtained from Worldscope. Concerning organisational factors, we find that a positive relationship exists between IAF quality and firm complexity and confirm that complex firms have a higher demand for monitoring and advising and, therefore, a greater need for formal controls. In addition, IAF quality is positively related to board monitoring and audit committee diligence but negatively associated with CEO power, which suggests that IAF quality is influenced by other key players in corporate governance. Regarding environmental factors, we document that IAF quality is positively associated with industry competition, which implies that a firm’s incentive for a high-quality IAF is enhanced when confronted with greater environmental uncertainty. Furthermore, IAF quality has a significantly positive relationship with our self-constructed index of IAF requirements included in national corporate governance codes, which indicates that strong home-country corporate governance codes play a role in fostering IAF development.
Keywords: CBOK 2010 - Corporate Governance - Internal Audit Function - Internal Audit Quality

RICHARD C.
(JEDIDI I., RICHARD C.)
Le travail de démarcation des auditeurs : une histoire française de l'"expectation gap"
Comptabilité Contrôle Audit, vol. 24, no 3, 2018, pp. 39-66
Nous nous intéressons dans cette recherche à l'histoire de l'« expectation gap » en France. Concevoir l’« expectation gap » comme un objet de discours nous amène à nous interroger sur le processus qui a conduit à l'émergence de la notion dans le discours de la profession d'audit en France. La méthode d'investigation repose sur 163 articles publiés entre 1966 et 2007 dans 5 revues comptables professionnelles et sur 9 entretiens réalisés auprès de commissaires aux comptes. L’« expectation gap » est analysé dans notre recherche comme l'un des éléments du travail de démarcation mis en œuvre par les commissaires aux comptes pour préserver leur autonomie professionnelle.

This research examines the history of the audit expectation gap in France. Conceiving the expectation gap as an object of discourse prompts us to wonder about the process that has led to the emergence of the concept in the discourse of the French audit profession. We use a methodological approach based on the analysis of 163 articles published in 5 French professional accounting journals and 9 interviews with experts. The expectation gap is analysed in our research as a kind of boundary work mobilized by auditors in order to preserve their professional autonomy.

Mots-clés : Commissariat aux comptes - Expectation gap - Travail de démarcation
Keywords: Boundary work - Expectation gap - Financial audit

ZICARI A.
(BROCCARDO L., TRUANT E., ZICARI A.)
Internal Corporate Sustainability Drivers: What Evidence from Family Firms? A Literature Review and Research Agenda
Corporate Social Responsibility and Environmental Management, vol. 26, no 1, 2018, pp. 1-18
Despite the many studies on corporate sustainability, few have analyzed the specific case of the family business. Family firms have certain characteristics that make them different from nonfamily firms, making it valuable to analyze whether these peculiarities are also reflected in their attitude toward sustainability. Specifically, the determinants of the sustainability concept in family firms are unclear. Given the importance of family businesses in most economies, this paper will contribute to filling this gap, depicting through a literature review the main determinants that can affect the sustainability approach of the family firm. The systematic review was carried out through a documented process to guarantee its replicability. The findings show that drivers do not have a homogenous impact on sustainability initiatives due to the distinctiveness of these types of firms. This review contributes by systematizing the existing literature on such topics, identifying future research avenues, and providing several stimuli for researchers.

Mots-clés : Entreprise familiale - Revue de littérature - RSE
Keywords: CSR - Family-owned Firms - Literature Review
FILIP A., JEANJEAN T.  
(FILIP A., JEANJEAN T., MARMOUSEZ S.)  
Earnings Management:  
Measurement and  
Mismeasurement  
in: Proceedings of the 41st European  
Accounting Association (EAA) Annual  
Congress 2018 Milan  
Bocconi University: Milan (Italy), 30 May-1 June 2018  
Earnings management (EM) literature heavily relies on discretionary accruals models (henceforth, DAM). Since the mid-90’s, reliability and validity of the most common DAM (i.e.: Healy, DeAngelo, Jones, Jones modified, margin models) has been extensively investigated. Especially, Dechow et al. (1995) show that all DAM are not powerful in detecting EM of economically plausible magnitude. This paper investigates the opportunity to use latent variable modeling (LVM) techniques to measure earnings management. A latent variable is a variable that cannot be directly measured, but only approximated by indicators. The basic idea is to consider each DAM as an indicator of a latent variable called «earnings management». The rationale for using LVM is twofold. First, it should help the researcher to mitigate the measurement error issue of DAM by using multiple indicators to tackle the underlying phenomena (EM). Second, it allows to develop a synthetic measure of EM based on existing DAM. By using simulations and empirical data (consolidated data of 2000 French firm-years), we show that the use of a synthetic measure of EM from LVM is more efficient to detect EM than the use of any DAM if managers use more than one of the possible techniques to manage earnings (revenue manipulation, expense management etc.). If not, then the synthetic measure of EM from LVM is sometimes outranked a DAM but the outsider is not constant over the range of the possible techniques to manage earnings. Taken as a whole, these results give support the use of LVM to better evaluate EM.

Communications présentées dans des conférences/Conference presentations

CASARIN V.  
Calculative Frames, Performance Measurement and the Multiple Values of Innovation: The Case of Technology Incubation in the United Kingdom  
University of Edinburgh Business School: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference, 11-13 July 2018  
CASARIN V.  
Performance Measurement and the Making of Innovation as an Economic Actor: The Agencements of Technology Transfer and Technology Incubation in the UK  
Copenhagen Business School: Copenhagen (Denmark), 11th Workshop on Management Accounting as Social and Organizational Practice (MASOP), 12 April 2018

CAVÉLIUS F., ENDENICH C., ZICARI A.  
L’impact de la digitalisation sur le rôle du contrôleur de gestion  
IAE Nantes: Nantes (France), 39ème Congrès de l’Association
Francophone de Comptabilité, 16-17 May 2018

CHRISTENSEN M.
Australia, Asia-Pacific
Developments in Comparative International Governmental Accounting Research
University of Zagreb: Zagreb (Croatia), 14th Comparative International Governmental Accounting (CIGAR) Workshop, 5-6 July 2018

CHRISTENSEN M.
(BRUNS H.-J., CHRISTENSEN M., PILKINGTON A.)
The Intellectual Heritage(s) of Public Sector Accounting Research: Stepping Back When Going Forward
National University of Singapore: Singapore (Singapore), Public Management Research Conference, 31 May 2018

CHRISTENSEN M.
(CHRISTENSEN M., ROCHER S.)
The Persistence of the Bean Counter Image of Accountants in Popular Culture: An Analysis in European French Language Comics
University of Edinburgh Business School: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference, 11-13 July 2018

ELEMES A.
Big 4 Affiliation, Tax Expertise, and the Art of Avoiding Taxes
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

ELEMES A.
Big 4 Affiliation, Tax Expertise, and the Art of Avoiding Taxes: Do the Big 4 Practice what they Preach?

ELEMES A.
Big 4 Office Political Connections and Client Restatements
Cultural Foundation of Tinos: Tinos (Greece), 2018 Conference on Research on Economic Theory and Econometrics, 13 July 2018

ELEMES A.
Do the Big 4 Practice What They Preach? Big 4 Affiliation and Tax Planning Optimization
Maastricht University: Maastricht (Netherlands), 24th Annual International Symposium on Audit Research (ISAR), 7 June 2018
&
European Institute for Advanced Studies in Management (EIASM): Maiori (Italy), 7th Workshop on Audit Quality, 28 September 2018

EN DENICH C.
(HAHN R., REIMSBACH D., WICKERT C., ENDENICH C.)
What Explains the "Dormant" Stage of Management Ideas? The Case of Integrated Reporting
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018
&
American Accounting Association (AAA): Washington D.C. (U.S.A.), 2018 American Accounting Association Annual Meeting, 4-8 August 2018
FILIP A.  
(FILIP A., GHIO A., PAUGAM L.)  
Accounting Information in Innovation Small and Medium Entities  
Sydney (Australia), 2018, 13th IAAER World Congress of Accounting Educators and Researchers, 8 November 2018  
&  
Stockholm School of Economics: 
Stockholm (Sweden), 14th Workshop on European Financial Reporting (EUFIN), 30-31 August 2018

FILIP A.  
(FILIP A., LOBO G., PAUGAM L.)  
Enforcement and Cash Flow Management to Delay Goodwill Impairments under IFRS  
American Accounting Association (AAA): Long Beach, CA (U.S.A.), American Accounting Association (AAA) 2018 International Accounting Section Midyear Meeting, 18-20 January 2018

FILIP A., LUI D.  
(FILIP A., LUI D., MULYA A. D.)  
College-Firm Distance and Earnings Management  
Bocconi University: Milan (Italy), 2018, 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

GOMEZ M.-L.  
(GOMEZ M.-L., BOUTY I., STIERAND M.)  
Oui chef! Directing for Creativity in Haute Cuisine  
University of Iceland: Reykjavik (Iceland), European Academy of Management (EURAM) Annual Conference, 19-22 June 2018

JEANJEAN T.  
Non-IFRS Earnings Disclosure and Income Statement Disaggregation  
Association Francophone de Comptabilité (AFC): Nantes (France), 39ème Congrès de l’Association Francophone de Comptabilité 2018, 16 May 2018

JEANJEAN T.  
Non-IFRS Earnings: To Be or Not to Be a Disclosing Firm?  
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

JENY A.  
Overlaps Between Auditors’ and Clients’ Corporate Charitable Donations, Audit Pricing and Audit Quality  
European Institute for Advanced Studies in Management (EIASM): Naples (Italy), 7th Workshop on Audit Quality, 28 September 2018

JENY A.  
Overlaps Between Auditors’ and Clients’ Corporate Charitable Donations, Audit Pricing and Audit Quality  
International Association for Accounting Education and Research (IAAER): Sydney (Australia), 13th IAAER World Congress of Accounting Educators and Researchers, 8 November 2018
JENY A.  
What Impact Will the Digital Economy have on Accounting? The Challenge of Intangible Assets’Recognition  
Anglo American University: Prague (Czech Republic), IFRS: Global Rules & Local Use, 11-12 October 2018

JENY A., SANTACREU-VASUT E.  
Corporate Social Responsibility, Translation and Language: The Case of Gender in the Big Four  
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

JENY A., SANTACREU-VASUT E.  
Language and Gender in the Audit Profession: Evidence from a Big Four Diversity Reporting Across Countries  
University of Edinburgh Business School: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference 2018, 11-13 July 2018

LECA B.  
Looking Inward: Analyzing the Visual Dimension of Management Accounting Tools  
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

LECA B.  
(LAGUECIR A., LECA B.)  
Strategies of Visibility in Contemporary Surveillance Settings: Insights from Misconduct Concealment in Financial Markets  
University of Edinburgh: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference, 11-13 July 2018

LECA B., RICHARD C.  
(LAMBERT D., LECA B., RICHARD C.)  
Contested Director Elections as Celebrity Contests: Developing Competing Discursive Strategies to Court Investor Votes  
London School of Economics: London (UK), 4th FRASOP Workshop 2018, 14-15 December 2018

LECA B., RICHARD C.  
(LAMBERT D., LECA B., RICHARD C.)  
Contested Director Elections as Celebrity Contests: Developing Competing Discursive Strategies to Influence Voting Decisions of Investors  
European Group for Organizational Studies (EGOS): Tallinn (Estonia), 34th EGOS Colloquium, 5-7 July 2018

KOH P.-S.  
(KOH P.-S., REEB D., SOLJI E., THAM W.)  
Measuring Innovation Around the World  
Accounting and Finance Association of Australia and New Zealand (AFAANZ): Auckland (New Zealand), 2018 AFAANZ Annual Conference, 1-3 July 2018
LINDER S.
Autonomy and Leadership Support as Antecedents to Intrapreneurship: Illustrating the Value and Validity of Vignette Experiments for Research on Organizational Adaptation
University of Iceland: Reykjavik (Iceland), European Academy of Management Annual Conference (EURAM), 19-22 June 2018

LINDER S.
(LINDER S., SAX J.)
Navigating Stormy Seas: Another Look at the Interplay of Middle Manager Involvement and Formal Planning
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

LINDER S.
(KHAJEHNEJAD S., LINDER S.)
The Effect of Status and Internal Reporting Transparency on Performance Misreporting
European Institute for Advanced Studies in Management (EIASM): Bruxelles (Belgium), 11th Conference on New Directions in Management Accounting, 12-14 December 2018

LORINO P.
From Representationalism to Pragmatism in Work Meaning-Making and Resilience: The Case of Construction Sites
IAE Business School: Buenos Aires (Argentina), 2018, 7th LAEMOS Colloquium (Latin American and European Organization Studies), 21 March 2018

LORINO P.
(LORINO P., TRICARD B.)
How Organizational Artifacts Create Inertia While Accelerating Activity: An Apparent Paradox in the Construction Industry, and beyond...
Process Symposium (PROS): Halkidiki (Greece), 10th International Process Symposium (PROS), 20 June 2018

LORINO P.
(LORINO P., TRICARD B.)
Plots, Temporal Bifurcations and Events: Organizing as an Aesthetic Experience. Shaping the Shapeless.
European Group for Organizational Studies (EGOS): Tallin (Estonia), 34th EGOS Colloquium, 5-7 July 2018

LUI D.
(ANDREICOVICI I., JENY A., LUI D.)
The Effect of Disclosure Transparency on Disagreement Among Economic Agents: The Case of Goodwill Impairment
British Accounting and Finance Association (BAFA): Londres (UK), British Accounting and Finance Association (BAFA) Annual Conference, 10-11 April 2018

LUPU I.
(LUPU I., ROKKA J.)
The Cycle of Business: How Professionals Get Addicted to the Timeflow of Business
Process Symposium (PROS): Halkidiki (Greece), 10th International Process Symposium (PROS), 20-23 June 2018
LUPU I.
(LUPU I., ROKKA J.)
The Cycle of Busyness: How Professionals Get Addicted to the Timeflow of Busyness
University of Warwick: Coventry (UK), 2018 Summer School Practice-Based Studies, 16-19 July 2018
&
Academy of Management (AOM): Chicago (U.S.A.), 78th Annual Meeting of the Academy of Management, 10-14 August 2018

LUPU I.
(LUPU I., STENGER S.)
“We All Have Better Things to Do Than Do Audit Work”. Accepting Compromises in Audit Work: An Ethnography of Junior Auditors in Big 4 Firms
University of Edinburgh Business School: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference 2018, 11-13 July 2018

MORARU-ARFIRE A.
(DUBOIS M., GRIGALIUNIENE Z., MORARU-ARFIRE A.)
Decomposing Analysts' Earnings Forecast Errors: What Are the Key Factors?
ESSEC Business School: La Défense (France), ESSEC-HEC 6th Joint Workshop in Accounting, 28 June 2018

RAMIREZ C.
(RAMIREZ C., DI FABIO C.)
Cui Bono: A Bourdieusian Perspective on the European Accounting Field
Doshisha University: Kyoto (Japan), 2018 Annual conference of the Society for the Advancement of Socio-Economics (SASE), 23-25 June 2018

RICHARD C.
(HUMPHREY C., RICHARD C., SAMSONOVA-TADDEI A., TURLEY S.)
Audit Profession’s Knowledge Base and the Sustainability of Audit: An Exploratory Study of Auditors in Europe
Bocconi University: Milan (Italy), 41st European Accounting Association (EAA) Annual Congress, 30 May-1 June 2018

RICHARD C.
(HUMPHREY C., RICHARD C., SAMSONOVA-TADDEI A., TURLEY S.)
Audit Profession’s Knowledge Base and the Sustainability of Audit: An Exploratory Study of Auditors in Europe
University of Edinburgh Business School: Edinburgh (UK), 12th Interdisciplinary Perspectives on Accounting (IPA) Conference 2018, 11-13 July 2018

ZICARI A.
(ZICARI A., PERERA ALDAMA L.)
Building from Scratch: the Creation of a Regional Social Reporting Standard
Congress on Social and Environmental Accounting Research and Emerging Scholars Colloquium (CSEAR): Saint Andrews (UK), 30th International Congress on Social and Environmental Accounting Research and Emerging Scholars Colloquium, 28-30 August 2018

ZICARI A.
On the Use and Development of Management Ideas in the South
IAE Business School: Pilar (Argentina), 7th Latin American and European Organization Studies (LAEMOS) Colloquium, 22-24 March 2018
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*Accounting in Europe*  
*International Journal of Accounting*  
*Journal of Accounting and Management*  
*Information Systems*  |
| **GOMEZ M.-L.**  
*M@n@gement*  |
| **JEANJEAN T.**  
*Accounting Forum*  
*Accounting in Europe*  
*Comptabilité Contrôle Audit*  
*Contemporary Accounting Research*  
*European Accounting Review*  
*International Journal of Accounting*  |
| **LECA B.**  
*M@n@gement*  
*Organization Studies*  |
| **LORINO P.**  
*Finance Contrôle Stratégie*  
*Gérer et Comprendre*  
*Organization Studies*  
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*Critical Perspectives on Accounting*  
*European Accounting Review*  |
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*Accounting in Europe*  |
| **ZICARI A.**  
*Management Decision*  |
Droit & environnement d'entreprise

Public & Private Policy
Ouvrages/Books

DE BEAUFORT V.
PWN Paris: Paris (France), 2018
Six ans après la première édition d'Administrateur(e) au Féminin, alors que le rôle de l'entreprise est débattu, encourager des femmes qualifiées à mettre leurs talents au service d'une gouvernance durable et efficiente pour les organisations dans les Conseils. Avant-première numérique pour accompagner une démarche de recherche de mandats. La partie 2 juridique interviendra ultérieurement en fonction des modifications liées à la loi PACTE.

Six years after the 1st edition of the Guide "Administrateur(e) au Féminin", while corporate governance is in evolution, even revolution with the notion of common interest and social impact, we would like to continue to encourage qualified women to move on boards. This part is the 1st part of the new Guide. The second one will complete it after the PACTE Act.

DELGA J.
*Almanach Droit et Sexualités*
D'une grande actualité, cet ouvrage, présenté sous la forme d'un almanach, s'intéresse aux questions liées à la sexualité, aux sexualités diverses, à leur traitement par le droit, aux interactions qui peuvent exister. Des comparaisons entre la France et d'autres pays apportent, le cas échéant, un éclairage sur les évolutions importantes passées ou en cours. L'ouvrage, qui concerne des disciplines transversales, n’est pas réservé qu’aux experts, aux juristes ou aux sexologues. Il s’adresse à tout public.

NOISETTE P., VALLERUGO F.
*Le marketing urbain, Tome 1 : theoires et méthodes*
Cet ouvrage propose de rappeler un certain nombre de principes théoriques et opérationnels qui fondent la solidité du concept de marketing urbain. This work suggests a number of theoretical and operational principles which establish the solidity of the concept of urban marketing.

**Mots-clés :** Marketing - Méthode - Théorie - Ville

**Keywords:** City - Marketing - Methods - Theory

Direction d’ouvrages collectifs/Edited books

DE BEAUFORT V.
*Le Lamy contrats internationaux - Etude 100*

**Mots-clés :** Commerce international - Marché de l'Union Européenne - Multilatéral - OMC

**Keywords:** EU market - Multilateral - Trade - WTO

DELGA J.
*Face à la mort*
MA Editions-ESKA: Paris (France), 2018,
Face à la mort est un ouvrage collectif d’actualité à caractère pluridisciplinaire. Son originalité résulte de la variété des disciplines auxquelles appartiennent les auteurs et qui offre autant de points de vue différents sur les expériences de mort imminente (EMI), sur la fin de vie, la souffrance, la résilience, ou le suicide. Qu’il soit professeur d’université, spécialiste du management et du deuil, avocat, neurologue, médecin légiste, psychologue, essayiste, philosophe, juriste, inspecteur général de la police, ancien sous-directeur de la DST, journaliste, conférencier ou encore critique d’art, chaque auteur fait part de son ressenti sur la mort, à partir de son expérience, nourrissant notre propre réflexion sur cette question fascinante.

NAPPI I.
(NAPPI I., DESPOND D.)
Territoires intelligents : un modèle si smart ?
Cet ouvrage croise les approches de spécialistes les plus divers. Et se demande comment on intègre à cette nouvelle pensée de la ville « smart » les intérêts spécifiques, et souvent divergents, des entreprises, des acteurs politiques et des habitants. Comment dépasse-t-on les modèles "clés en main" pour prendre en compte les besoins des populations ? Un livre savant, bien utile à qui veut penser la ville.

Participation à des ouvrages collectifs/Book chapters

BOUTHINON-DUMAS H.
(KIRAT T., BOUTHINON-DUMAS H., MARTY F., REZAEE A.)
Une perspective d’économie institutionnelle du droit sur les accords de composition administrative de l’Autorité des marchés financiers
in: Droit bancaire et financier : Mélange AEDBF VII
Daigre J.-J., Bréhier B. (eds.)
Ce chapitre présente la procédure de composition administrative et examine ses avantages et ses inconvénients comparativement à la procédure ordinaire de sanction par la commission des sanctions de l’AMF pour les acteurs de l’industrie financière poursuivis. When financial industry actors are prosecuted by the French Financial Authority (AMF), they can choose an alternative procedure. This paper analyses the choice from an institutional Law & Economics perspective.

Mots-clés : AMF - Composition administrative - Sanctions
Keywords: French Securities Regulatory Authority - Penalties

COLSON A.
Ebola : complexité d’une crise sanitaire devenant une crise globale
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 20, pp. 333-349
A la lumière de la pensée complexe d’Edgar Morin, le chapitre analyse l’initiative de l’Union européenne visant à prévenir les risques et menaces liées aux
matières NRBC (nucléaires, radiologiques, biologiques et chimiques).
Building on Edgar Morin's "pensée complexe", this chapter analyses the European Union's Initiative on CBRN Risk Mitigation (nuclear, radiological, biological, and chemical). The Ebola outbreak is further analysed to highlight the importance of a holistic and multidisciplinary approach for effective crisis management.

**Mots-clés :** Complexité - Ebola - Gouvernance - Morin - NRBC - Union Européenne

**Keywords:** CBRN - Complexity - Ebola - European Union - Governance - Morin

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**DE BEAUFORT V.**

**Du lobbying au e-lobbying**

in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 18, pp. 293-312

**Mots-clés :** Commerce international - Marché de l'Union Européenne - Multilatéral - OMC

**Keywords:** EU market - Multilateral - Trade - WTO

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**DE BEAUFORT V.**

**Les autres organes multilatéraux producteurs de normes ou d'orientations**

in: Le Lamy contrats internationaux - Etude 100
Wolters Kluwer: (France) 2018, chap. 2, pp. 16-34
Présentation du cadre institutionnel des échanges internationaux - Cadre multilatéral: OMC, OCDE, OIT, G20, G7 et règles de fonctionnement du Marche de l'Union européenne.

**Mots-clés :** Actionnaire administrateurs - Gouvernance

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**DE BEAUFORT V.**

**La constitution de grands marchés régionaux plurinationaux**

in: Le Lamy contrats internationaux - Etude 100
Wolters Kluwer: (France) 2018, chap. 3, pp. 35-69
Présentation du cadre institutionnel des échanges internationaux - Cadre multilatéral: OMC, OCDE, OIT, G20, G7 et règles de fonctionnement du Marche de l'Union européenne.


**Mots-clés :** Commerce international - Marché de l'Union Européenne - Multilatéral - OMC

**Keywords:** EU market - Multilateral - Trade - WTO

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Améliorer le système français actuel de gouvernance d'entreprise apparaît souhaitable pour répondre aux attentes des actionnaires et de l'ensemble des parties prenantes.

**Mots-clés :** Actionnaire administrateurs - Gouvernance
DE BEAUFORT V.
Un cadre multilatéral établi avec l’Organisation Mondiale du Commerce - Le cadre multilatéral des échanges internationaux entre États
in: Le Lamy contrats internationaux - Etude 100
Wolters Kluwer: (France) 2018, chap. 1, pp. 2-15
Présentation du cadre institutionnel des échanges internationaux - Cadre multilatéral: OMC, OCDE, OIT, G20, G7 et règles de fonctionnement du Marche de l’Union européenne.
Mots-clés : Commerce international - Marché de l’Union Européenne - Multilatéral - OMC
Keywords: EU market - Multilateral - Trade - WTO

DE CARLO L.
Complexité des conflits territoriaux : des oppositions binaires à l’acceptation des paradoxes
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 6, pp. 115-128

DELGA J.
Jacques est mort : "Du suicide à la mort"
in: Face à la mort

DELGA J.
Pour une fin de vie plus sereine
in: Face à la mort

HELLERINGER G.
(GELTER M., HELLERINGER G.)
Corporate Opportunities in the US and in the UK: How Differences in Enforcement Explain Differences in Substantive Fiduciary Duties
in: Research Handbook on Fiduciary Law
Smith D. G., Gold A. S. (eds.)
Edward Elgar Publishing Ltd: Northampton (U.S.A.), 2018, chap. 16, pp. 331-352
In this chapter, we suggest an explanation for why the two core jurisdictions of the common law world have developed so differently. We argue that only in the US fiduciary duties are typically enforced by the courts, whereas in the UK, corporate law enforcement is typically left to ex ante monitoring by outside directors and institutional investors. Only courts, in applying an ex post substantive assessment, are capable of implementing a complex “standard” for corporate opportunities. Institutional enforcement, as in the UK, lends itself better to a hard-and-fast rule. We suggest that this distinction is only an example of a larger distinction between the corporate laws of these two jurisdictions, and indicative of a broader difference in how corporate fiduciary duties operate.

HELLERINGER G.
Les effets réels du contrat. Le charme discret de la continuité
in: La réécriture du Code civil. Le droit français des contrats après la réforme de 2016
Cartright J., Fauvarque-Cosson B., Whittaker S. (eds.)
Société de Législation Comparée: Paris (France), 2018, chap. 11, pp. 207-225
Le nouveau droit français des contrats amende le régime des effets réels du contrat sans le révolutionner. Il confère à la bonne foi un rôle accru et écarte l'obligation de donner qui occasionnant de nombreux débats pouvait nuire à la prévisibilité et à l'attractivité du droit français.

Mots-clés : Bonne foi - Contrat - Droit français - Obligations - Transfert de propriété

Keywords: Contract - French Law - Good Faith - Obligations

PACHE A.-C.
Quelles réponses à la complexité institutionnelle ?
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 5, pp. 99-114

Articles dans des revues/Journal articles

ANDRE K.
(ANDRE K., LAINE M., CHO C. H.)
Reference Points for Measuring Social Performance: Case Study of a Social Business Venture

We present a longitudinal qualitative case study to elaborate on how a social venture forms reference points for social performance. Although organizations increasingly use various social performance targets to direct their operations, the scholarly knowledge on social performance reference points remains limited. We make use of the prior accounting literature and draw on the idea of compromising accounts to discuss how provisional and performative metrics can have a significant role in how organizations develop new ways to evaluate their social performance. Given that the social performance reference point criteria are ambiguous and the corresponding referents malleable, performative accounts are helpful as they can intervene in the organizational life by making particular things visible, providing space for interpretations, and facilitating discussion, thus creating temporary settlements and enabling opportunities for productive compromises between different organizational groups and evaluative principles. The recursive feedback loops between reference point referents, criteria and accounting artefacts help the organization to make sense of its own social performance and interpret the associated performance feedback, and thereby provide ground for organizational decisions on further action. Moreover, we discuss how imperfect accounts can be useful for social businesses in their pursuit of developing their activities and achieving social impact.

Keywords: Compromising Accounts - Reference Points - Social Entrepreneurship - Social Performance

BOUTHINON-DUMAS H.
Economic Analysis of the Interaction Between National Legal Systems. A Contribution to the Understanding of Legal Diversity / Legal Unity

Cet article discute l’applicabilité du cadre d’analyse issu de l’analyse économique (concepts de concurrence normative, de marchés des droits…) aux relations entre les systèmes juridiques. Il vise à mettre en
Scholars increasingly use expressions such as “regulatory competition” or even “law market” to illustrate the new global legal system and the rivalry between national laws. This paper scrutinizes the legitimacy of the application of such economic concepts to legal systems’ interactions. An economic analysis could allow us to delimit more precisely the factors of convergence (leading to unity) and divergence (leading to diversity) between national legal systems due to competitive strategies (namely differentiation and alignment) and the consequences for the regulation of legal systems’ interactions.

**Keywords:** Law Market - Lawmaking - Legal Mobility - Legal Systems - Market for Legal Systems - Regulatory Competition

**BOUTHINON-DUMAS H.**
(Do Carmo Silva J.-M., BOUTHINON-DUMAS H., DE SAINT AFRIQUE D.)

Les attentes des entreprises vis-à-vis de la formation juridique des managers non-juristes
*Semaine Juridique (La)*, n° 13, 2018, pp 35-43

Cet article présente les résultats d’une recherche empirique menée pour cerner les attentes des entreprises à l’égard de la formation et des compétences juridiques attendues des managers qui n'exercent pas de fonctions juridiques. This paper, based on an empirical study, scrutinizes what is the basic legal education expected from business people.

**Mots-clés :** Droit - Formation - Juridique - Managers

**Keywords:** Business People - Education - Law - Legal - Training

**BOUTHINON-DUMAS H., JENY A., LECA B.**

L’adaptation des fiscalistes aux nouvelles conditions de l’optimisation fiscale. Une approche par les capacités dynamiques
*Revue Internationale de Droit Economique*, vol. 32, n° 4, 2018, pp. 399-429

Une affaire concernant une société d’assurance immatriculée et agrégée en Roumanie et empêchée par les autorités italiennes d’exercer son activité en Italie en raison des sanctions prononcées contre son actionnaire unique et dirigeant, en l’absence de réaction suffisante du régulateur roumain, a conduit la Cour de justice de l’Union européenne à se prononcer sur la question de savoir si le régulateur d’un État d’accueil pouvait prendre une mesure.

This paper is about the powers of member-states regulatory authorities in the financial industry.

**Mots-clés :** Agrément - Assurance - État d’accueil - État d’origine - Régulation

**Keywords:** European Union - Home Country Control - Insurance - Licence - Regulatory Authority
L’optimisation fiscale est au cœur de l’actualité. Les pratiques de certaines entreprises (Apple, Ikéa, Google, Amazon, etc.) ont été mises au jour. Tax optimization is at the heart of the news. The practices of some companies (Apple, Ikea, Google, Amazon, etc.) have been brought to light. The institutional environment of this practice has evolved, but the practice of tax optimization has not disappeared: it has changed. Actors, in particular the tax firms that advise companies, have adapted to continue to be key elements of this tax practice. This study aims to shed light on the relationship between the evolution of the legal and institutional framework and the behavior of actors related to these practices, from the perspective of dynamic capacity theory.

**Mots-clés**: Big Four - Capacités dynamiques - Droit fiscal - Fiscalistes - Fiscalité internationale - Optimisation fiscale

**Keywords**: Big Four - Dynamic Capabilities - Fiscal law - International taxation - Tax Optimization - Tax specialists

**BOUTHINON-DUMAS H., KOROM V.**

**Arrêt Achmea : quelles stratégies pour les entreprises européennes pour protéger leurs investissements dans l’UE ?**

*Juriste d’Entreprise Magazine, n° 31, 2018, pp. 30-31*

La Cour de justice de l’Union européenne a jugé que les clauses d’arbitrage investisseur-État contenues dans les TBI intra-UE sont incompatibles avec le droit de l’UE. Cet article met en perspective de cet arrêt lourd de conséquences et explore les solutions concrètes que les entreprises pourront mettre en œuvre pour maintenir un haut niveau de protection pour leurs investissements en Europe.

**Mots-clés** : Arbitrage d’investissement - Stratégies juridiques des entreprises - Union Européenne

**Keywords**: European Union - Investment Arbitration - Investment Protection - Legal Strategies

**DE BEAUFORT V.**

(DE BEAUFORT V., SEOMONIN P. A.)

**Démocratie actionnariale dans les grandes sociétés cotées françaises : entre sclérose et hystérie**

*Journal Spécial des Sociétés, n° 47, 2018, pp. 18-19*


**Mots-clés** : Actionnaire - Activisme - Assemblée générale - Gouvernance

**Keywords**: Activism - Board - General Meeting - Governance - Question - Shareholder

Traditionally, cross-border foreign direct investment flows in the EU have enjoyed special legal protection by virtue of bilateral investment protection treaties (BITs) concluded between EU Member States (intra-EU BITs). On 6 March 2018, the Court of Justice of the European Union handed down a ground-breaking ruling in the Achmea case, finding that investor-State arbitration provisions contained in intra-EU BITs are incompatible with EU law and therefore cannot be applied. The Court’s ruling thus likely marks the end of investment protection within the EU in reliance on intra-EU BITs and leaves EU investors facing uncertainty about the future protection of their investments in the EU Internal Market.

**Mots-clés** : Arbitrage d’investissement - Stratégies juridiques des entreprises - Union Européenne

**Keywords**: European Union - Investment Arbitration - Investment Protection - Legal Strategies
DE BEAUFORT V.
(DE BEAUFORT V., BOIRE M.)
Le questionnement, droit sacré de l’actionnaire et outil d’activisme
Parmi les diverses possibilités qui s’offrent à un actionnaire s’intéressant à l’entreprise dans laquelle il a investi, voire souhaitant l’influencer, on cite toujours les votes et campagnes de votes, des tentatives de prises de contrôle, des demandes d’obtention d’un siège au Conseil, techniques sont par définition réservées aux actionnaires disposant d’un pourcentage des droits de vote assez conséquent. S’intéresser aux questions que posent les actionnaires, identifier qui les posent, leur thématique et comment les dirigeants lors des assemblées générales y font réponse, participe à l’exercice de l’analyse de la montée de l’activisme en France menée au CEDE-ESSEC avec le soutien du CERESSEC.

DE BEAUFORT V.
Loi quota Zimmermann-Copé
Journal Spécial des Sociétés, n° 60, 2018, pp. 8-9
Qu’est ce que la mixité imposée dans les CA entraînée par la loi quota en France (2011) change ou devrait changer plus largement sur les CODIR et au -delà la mixité au sein de l’entreprise?
In France a law requires a quota for gender diversity (2011). This article examines what changes or possible changes are operating more widely on CODIR and within the company.

DE BEAUFORT V.
(DE BEAUFORT V., IBOURICHENE D.)
Pourquoi (et comment) mieux contrôler les conventions passées entre une entreprise et un mandataire social ?
Journal Spécial des Sociétés, juillet 2018, pp. 16-17
Parmi les diverses possibilités qui s’offrent à un actionnaire s’intéressant à l’entreprise dans laquelle il a investi, voire souhaitant l’influencer, on cite toujours les votes et campagnes de votes, des tentatives de prises de contrôle, des demandes d’obtention d’un siège au Conseil, techniques sont par définition réservées aux actionnaires disposant d’un pourcentage des droits de vote assez conséquent. S’intéresser aux questions que posent les actionnaires, identifier qui les posent, leur thématique et comment les dirigeants lors des assemblées générales y font réponse.

Mots-clés : Actionnaire - Activisme - Assemblée générale - Gouvernance
Keywords: Activism - Board - General Meeting - Governance - Question - Shareholder

Among the various possibilities open to a shareholder interested in the company in which he has invested or even wishing influence, we always quote votes and voting campaigns, attempts to take control, applications for a seat on the Board, techniques are by definition reserved for shareholders with a significant percentage of voting rights.

Taking an interest in the questions posed by the shareholders, identifying who poses them, their theme and how the Board answer during the general assemblies, participates in the exercise of the analysis of the rise of activism in France conducted at CEDE-ESSEC with the support of CERESSEC.

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Taking an interest in the questions posed by the shareholders, identifying who
poses them, their theme and how the Board answer during the general assemblies, participates in the exercise of the analysis of the rise of activism in France.

**Mots-clés**: Actionnaire - Activisme - Assemblée générale - Gouvernance

**Keywords**: Activism - Board - General Meeting - Governance - Question - Shareholder

**GAUTIER A., PACHE A.-C. (VAN SCHIE S., GAUTIER A., PACHE A.-C., GÜNTER S. T.)**

What Keeps Corporate Volunteers Engaged: Extending the Volunteer Work Design Model with Self-determination Theory Insights


Despite enthusiastic claims around the benefits of corporate volunteering (CV) for the workplace and its widespread implementation, the impact of such programs for beneficiaries and non-profit organizations remains uncertain, particularly when employees' participation is one-off. Previous research suggests that the benefits of CV for employees, businesses, and society are more likely to occur if employees internalize a volunteer identity—that is, if being a volunteer becomes a part of their self. This leads them to sustain their participation in CV over time, maximizing CV’s positive effects on all stakeholders. This study explores the factors explaining why employees internalize a volunteer identity in a corporate context.

**Keywords**: Corporate Volunteering - Internationalization - Self-determined Motivation - Volunteer Role Identity

**HELLERINGER G. (GELTER M., HELLERINGER G.)**

Opportunity Makes a Thief: Corporate Opportunities as Legal Transplant and Convergence in Corporate Law

*Berkeley Business Law Journal*, vol. 15, n° 1, 2018, pp. 92-153

L'article analyse le traitement des conflits d'intérêts liés à la capture des opportunités d'affaires. The article explores the transplantation of the corporate opportunities doctrine, largely based on the US model, to France and Germany. In Germany, the law historically prohibited officers of the corporation from engaging in competing business activities; the statutory prohibition applied to some but not all corporate opportunities, and also left open some space for the corporate opportunity doctrine to move into. The German version of the doctrine developed gradually over the past fifty years and owes its adoption to a number of academics who studied US law and interpreted a number of cases – where it was clear that an officer had violated his duties to the corporation – in light of the newly discovered doctrine. By contrast, it was not until late 2011 that French courts recognized for the first time that a director may not appropriate a corporate opportunity. As the core thesis of the paper, we show that there is a considerable degree of convergence relating to the corporate opportunities doctrine, which has radiated primarily from US law to the two civil law jurisdictions.

**Mots-clés**: Conflit d’intérêt - Dirigeant - Droit des sociétés

**Keywords**: Business Opportunity - Conflicts of Interest - Corporate Law
KOROM V.
Jurisprudence Achmea : la fin de l’arbitrage d’investissement au sein de l’Union européenne?
Achmea est l’affaire la plus marquante qui pose la question de la compatibilité des TBI intra-UE et de leurs clauses d’arbitrage avec le droit de l’UE. Cette décision a une portée révolutionnaire pour l’arbitrage d’investissement au sein de l’UE.
Mots-clés : Achmea

NAPPI I.
(NAPPI I., DE CAMPOS RIBEIRO G.)
L’héritage urbain des Jeux Olympiques et paralympiques
L’économie politique, n° 78, 2018, pp. 6-80
Ce papier interroge les conditions d’un héritage urbain et immobilier de long terme des méga-evenements, en particulier des JO : des éléphants blancs, dette publique, hausse des prix immobiliers mais aussi valorisation des territoires... à travers une analyse comparative de 3 villes : Rio, Barcelone et Londres.
This paper takes a critical look at the urban et real estate related effects of major events on the cities that host them: white elephants, public debt, housing price increases, etc. through a critical analysis of 3 cities: Rio, Barcelone and London.
Mots-clés : Logement - Méga-événement - Prix immobilier
Keywords: Housing - Mega Event - Real Estate Price

SINACEUR M.
(SAN MARTIN A., SINACEUR M., MADI A., TOMPSON S., MADUX W. W., KITAYAMA S.)
Self-Assertive Interdependence in Arab Culture
Arabs represent a major cultural group, yet one that is relatively neglected in cultural psychology. We hypothesized that Arab culture is characterized by a unique form of interdependence that is self-assertive. Arab cultural identity emerged historically in regions with harsh ecological and climatic environments, in which it was necessary to protect the survival of tribal groups. Individuals in Arabian cultures were honour-bound to be respectable and trustworthy group members. Supporting this hypothesis, study 1 found that Arabs were interdependent and holistic (like East Asians), but also self-assertive (like Westerners). This psychological profile was observed equally for both Muslim and Christian Arabs, thus ruling out Islamic religion as an alternative explanation for our findings. Studies 2 and 3 showed that the self-assertive tendency of Arabs is in service of interdependence, whereas that of Westerners is in service of independence. Our work contributes to the current effort by cultural psychologists to go beyond the prevailing East versus West, interdependence versus independence paradigm. It also speaks to the emerging socioecological perspective in cultural research.

von GOLDBECK A.
Consumer Arbitrations in the European Union
The main argument of this paper is that the law should generally enforce pre-dispute consumer arbitration clauses. If
the consumer is given a choice between litigation and arbitration at the time of contracting and he or she chooses arbitration, that choice should generally be enforceable, provided appropriate safeguards are in place guaranteeing access to justice. Consumer protection comes at a cost, which the consumer ultimately pays in the price of the product or service purchased: assuming arbitration is the more cost-efficient dispute-resolution mechanism, consumers choosing arbitration would, in theory, pay a lower price than those choosing litigation. The blanket hostility towards pre-dispute arbitration clauses under the present law is not in the interest of the entire group of consumers, as, in the current system, the majority subsidizes the few who litigate. A new, ‘bespoke’ approach for different sub-groups of consumers is needed. Provided appropriate safeguards are in place guaranteeing access to justice, consumers would benefit from the freedom to agree to pre-dispute arbitration clauses waiving their right to litigation. Giving consumers a choice between arbitration and litigation would allow particularly the weak consumers—who may prefer a cheaper product over a more expensive one—access to the market.

von GOLDBECK A.
L’Indemnisation du non-respect des clauses compromissoires
Revue Internationale de Droit Comparé, vol. 70, no 2, 2018,

This paper argues that in light of the ruling of the Court of Justice in West Tankers, arbitral tribunals and courts should freely resort to awarding damages for breach of arbitration agreements. Contractual damages have the purpose of putting the innocent party in the position it would have been in had the contract been fulfilled. Accordingly, damages for breach of an arbitration agreement should not only be awarded in respect of the costs and expenses incurred by the innocent party for having to investigate and defend the claims brought in the non-contractual forum but should also include any loss resulting from a judgment on the merits. Compared with anti-suit injunctions, a damage claim is less effective in dealing with the problem of parallel proceedings. While an anti-suit injunction has the effect of stopping the offending proceedings, a damage claim addresses the problem ex post. However, this reduced degree of effectiveness is arguably exactly the reason why a damage claim does not infringe EU law—it does not interfere with the competence-competence given to Member State courts.

Communications publiées dans des actes de conférence/Articles published in conference proceedings

PACHE A.-C.
(GAUTIER A., PACHE A.-C., SANTOS F.)
Compartmentalizers to Hybridizers: How Individuals Respond to Multiple Institutional Logics
in: Academy of Management Proceedings
Academy of Management (AOM): Boston (U.S.A.), 2018

Communications présentées dans des conférences/Conference presentations

ANDRE K.
(ANDRE K., LAINE M., CHO C. H.)
Reference Points for Measuring Social Performance: Case Study of a Social Business Venture
Colorado State University: Washington (U.S.A.), 2018 Going PROSOCIAL:
Sustainability, Ethics & Entrepreneurship (SEE) Conference, 2 March 2018

DE BEAUFORT V.
La gouvernance dans le tourisme devra t-elle être davantage féminine pour être éthique ?

DE BEAUFORT V.
Questions en gouvernance d'entreprise lors des Assemblées Générales 2018
Fédération des Femmes Administrateurs: 2018, Un conseil 4D, 10 July 2018

HELLENGER G.
Conflicts of Interest and Standards of Behaviour
University of Hong Kong (Hong Kong), 2nd International Fiduciary Law Conference, 14 December 2018

HELLENGER G.
Conflicts of Interest: Compliance and Culture
University of Nijmegen: Nijmegen (Netherlands), 2018 Corporate Governance in Financial Institutions, 25 January 2018

HELLENGER G.
University of Chicago Law School: Chicago (U.S.A.), 2018 University of Chicago Law Review Symposium on Personalized Law, 27 April 2018

HELLENGER G., SINACEUR M.
Entering and Exiting Relationships

KOROM V.
Arbitrability under French, English and Hungarian Law

KOROM V.
Enforcement of Arbitral Awards and European Union Law
University of Oxford: Oxford (UK), The New York Convention and European Union Law. Celebrating 60 Years of the New York Convention, 28 March 2018

KOROM V.
EU Law and Intra-EU Investment Arbitration
Center for International Legal Studies (CILS): Salzburg (Austria) Center for International Legal Studies (CILS) International Arbitration Symposium, 7-10 June 2018

KOROM V.
The CJEU’s Achmea Judgment and intra-EU Disputes under the Energy Charter Treaty
KOROM V.
The Consequences of the CJEU’s Achmea Judgment for Investment Treaty Arbitration
Dutch Arbitration Association (DAA): Amsterdam (Netherlands), DAA Investment Arbitration Committee Meeting 2018, 15 June 2018

KOROM V.
The Future of Intra-EU Investment Arbitration in the Aftermath of the Achmea Judgment
Paris (France), ESSEC/Paris Arbitration Week 2018, 11 April 2018

KOROM V.
The Impact of Achmea on Intra-EU Investment Treaty Arbitration: Killing Me Softly with EU Law: What to Do after the CJEU Judgement in Achmea?
International Chamber of Commerce (ICC): London (UK), International Chamber of Commerce - Young Arbitrators Forum (ICC YAF), 16 April 2018

KOROM V.
What Are the Implications of Achmea in Investment Treaty Law? What Degree of Notice Should National Courts Give to Intra-EU Investment Treaty Awards in Light of the Achmea Judgment?
European University Institute, HEC and Dechert: Paris (France), The EU Law of Unintended Consequences - What Is the Impact of the Achmea Judgment on Investment and Dispute Settlement in the EU Energy Sector?, 16 November 2018

KOROM V.
Why Budapest? Budapest as Venue of Arbitration
Court of Arbitration of the Hungarian Chamber of Commerce and the Hungarian Ministry of Justice, Hungarian Arbitration on UNCITRAL Bases, 14 November 2018

NAPPI I.
(NAPPI I., DE CAMPOS RIBEIRO G.) IOT and Workplace Management: New Perspectives for Corporate Real Estate Management
Asian Real Estate Society: Incheon (Korea), 23rd AsRES Annual Conference, 8-11 July 2018

NAPPI I.
(NAPPI I., DE CAMPOS RIBEIRO G.) IOT and Workplace Management: New Perspectives for Corporate Real Estate Management
University of Reading: Reading (UK) 25th European Real Estate Society (ERES) Annual Conference, 27-31 June 2018

PACHE A.-C.
(PACHE A.-C., BATTALINA J., SPENCER C.) Keeping an Eye on Two Goals: Governance and Organizational Attention in Hybrid Organizations
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018
PACHE A.-C.  
(GAUTIER A., PACHE A.-C., SANTOS F.)  
The Making of Hybridizers: Exploring How Individuals Combine Competing Institutional Logics  
University of Alberta: Edmonton (Canada), 5th Alberta Institutions Conference, 7 June 2018

Articles de presse/Press articles

DE BEAUFORT V.  
Diversity on Corporate Boards  

DE BEAUFORT V.  
Les femmes au pouvoir ou le pouvoir de faire bouger les lignes  
Grandes Ecoles Magazine, novembre 2018, pp. 5-6

DE BEAUFORT V.  
Women: On the Road for Professional Fulfilment  
Council on Business and Society, Global Voice, March 2018, pp. 51-54

BOUTHINON-DUMAS H., RICHARD C.  
Non-publication de ses comptes : quelles responsabilité pour l’entreprise ?  
Les Echos, avril 2018

Participations à des comités de lecture/Editorial Board memberships

COLSON A.  
*European Review of International Studies Négociations* [Rédacteur en chef]

DE BEAUFORT V.  
*Cahiers de la sécurité et de la justice*

DE CARLO L.  
*Négociations*

HELLERINGER G.  
*Journal of Financial Regulation* [Rédacteur en chef]

NAPPI I.  
*Journal of Corporate Real Estate*
*Journal of European Real Estate Research*
Ouvrages/Books

SANTACREU-VASUT E.
(SANTACREU-VASUT E., GAMBLE T.)
The Nature of Goods and the Goods of Nature is a voyage into the realm of the economist and the fascinating way in which they view the world. With striking pragmatism, Estefania Santacreu-Vasut takes a cornerstone of economic thinking — the nature of goods — which, once understood, provides the reader with a lens that demolishes the argument for anti-globalisation. Journeying through the eyes of a visitor to a bookshop who happens to find an unused train ticket tucked into the end pages of a story, Estefania Santacreu-Vasut and Tom Gamble unfold a voyage of awareness that links our everyday experiences with the economic theory of the nature of goods to the goods of nature — human nature, social nature, and the environment — that are essential for all of us in our quest for happiness and prosperity.

Participation à des ouvrages collectifs/Book chapters

BERLINGIERI G.
(BERLINGIERI G., MARCOLIN L.)
Export Dynamics and the Sourcing of Service Inputs
In: Developments in Global Sourcing
Kohler W., Yalcin E. (eds.)
In this chapter we look at the role of export experience in influencing the firm’s sourcing decision regarding these key inputs. We show that greater experience is related to less domestic outsourcing. We do so by exploiting very detailed firm-level data from France, which include a long panel of balance sheet data, together with transaction-level import/export information. To reduce the magnitude of the fixed cost of exports, firms tentatively enter new markets (or introduce new products in the same market), and commit greater resources only once uncertainty about the destination market profitability has been resolved (see, eg, Albornoz et al. 2012).

Direction d’ouvrage collectif/Edited book

JENNY F.
(KATSOULACOS Y., JENNY F.)
Excessive Pricing and Competition Law Enforcement
Springer: Cham (Switzerland), 2018, 284 p.
This volume examines the controversy surrounding the use of competition law to combat excessive pricing. While high or monopolistic pricing is not regarded as an antitrust violation in the US, employing abuse of dominance provisions in competition laws to fight excessive pricing has gained popularity in some BRICS jurisdictions and a number of EU-member states in recent years. The book begins by discussing the economic arguments for and against the prohibition of excessive or unfair prices by firms with market power. It then presents various country studies, focusing on developed countries (such as the UK and Israel) and on the BRICS countries, to highlight various practical challenges involved in recognizing excessive prices as abusive conduct on the part of dominant firms, including how to define, measure and identify excessive prices. The contributors also discuss other policy options that can be used to fight excessive prices in order to protect consumer welfare.
JENNY F.
Abuse of Dominance by Firms
Charging Excessive or Unfair Prices:
An Assessment
In: Excessive Pricing and Competition Law Enforcement
Katsoulacos Y., Jenny F. (eds.)
Springer: Cham (Switzerland), 2018, pp. 5-15
This chapter surveys a controversial but topical aspect of competition law: i.e. the prohibition of excessive or unfair prices. We conclude that, except in exceptional circumstances, competition authorities should use their enforcement or advocacy powers to eliminate the obstacles to competition which lead to supra-competitive prices rather than using competition law to make high prices illegal.

Articles dans des revues/Journal articles

BERLINGIERI G.
(BERLINGIERI G., BREINLICH H., DHINGRA S.)
The Impact of Trade Agreements on Consumer Welfare – Evidence from the EU Common External Trade Policy
This paper estimates the consumer welfare impact of the new generation of trade agreements implemented by the European Union between 1993 and 2013. We decompose the overall effect into contributions of changes in prices, quality and variety. Estimating trade elasticities for narrow product categories of EU imports, we infer quality from data on imported values and volumes. For the EU as a whole, we find that trade agreements increased quality by 7% on average but did not affect prices or variety. This translates into a cumulative reduction in the consumer price index of 0.24% over our sample period. We also find a high degree of impact heterogeneity across EU countries, trading partners, and the type of trade agreement, with high-income EU countries seeing much stronger quality increases and larger overall consumer benefits.

BERLINGIERI G.
(BERLINGIERI G., CALLIGARIS S., CRISCUOLO C.)
The Productivity-Wage Premium: Does size Still Matter in a Service Economy?
The literature has established two robust stylized facts: (i) the existence of a firm size-wage premium and (ii) a positive relationship between firm size and productivity. However, the existing evidence is mainly based on manufacturing, which nowadays accounts for a small share of the economy. Using a unique micro-aggregated dataset covering 17 countries over 1994–2012, this paper compares these relationships across sectors. While the size-wage and size-productivity premia are significantly weaker in market services compared to manufacturing, the link between wages and productivity is stronger. In a service economy the stylized fact is a “productivity-wage premium” rather than a “size-wage premium.”

CHARLETY P.
L’activisme actionnarial dans l’assemblée générale : quels bénéfices pour les actionnaires et les entreprises ?
Le développement de l’activisme actionnarial s’explique en grande partie par la progression de l’actionnariat institutionnel qui représente depuis plusieurs années déjà la majorité de l’actionnariat (6 % environ en 1950 à plus de 70 % aujourd’hui aux États-Unis). Cet actionnariat cible des entreprises sur des questions de gouvernance (composition du conseil, mesures anti-OPA, etc.). Il s’oppose à certaines résolutions, en propose d’autres. En raison des évolutions réglementaires et de la quasi-obligation de voter, les fonds très diversifiés exercent pour beaucoup leurs droits de vote et s’avèrent des actionnaires « actifs » malgré une gestion passive. Plus récemment, l’arrivée des hedge funds a conduit à un mode opératoire nouveau : prise de participations significative suivie d’exigences sur la gouvernance, mais aussi sur la stratégie des entreprises. Les recherches les plus récentes indiquent globalement que l’activisme entraîne une amélioration des performances à long terme. Les prises de participations conséquentes, par des hedge funds en particulier, conduisent parfois à une réorientation de la stratégie, voire à un changement de contrôle, souvent au détriment des autres actionnaires. Peu de résultats sont à ce jour disponibles sur leurs conséquences pour les autres parties prenantes des entreprises.

“Does Shareholders Activism in Shareholders Meeting Benefit Them and Firms?” The huge increase of institutional share ownership – 6% in the 1950’s compared to 70% nowadays in the USA – is mainly responsible for the growth of shareholders activism. These shareholders challenge companies on governance matters such as the composition of the Board of Directors, anti take-over measures etc., vote against resolutions and propose their own resolutions. Due to regulatory developments and an almost obligation to vote, the big diversified funds are in fact very active shareholders, even when they practice passive investing. Hedge funds also act as activists but in a different way since they acquire substantial stakes in companies in order to change their governance and strategy. Recent research highlight that shareholders activism lead to better long-term performances and in the case of hedge funds, to changes in control, sometimes detrimental to others shareholders. The effects of activism on the other stakeholders are not still well-known.

**DE POUVOURVILLE G. (GOODALL G., LAMOTTE M., RAMOS M., MAUNOURY F., PEJCHALOVA B., DE POUVOURVILLE G.)**

Cost-Effectiveness Analysis of the SAPIEN 3 TAVI Valve Compared with Surgery in Intermediate-risk Patients

*Journal of Medical Economics, vol. 22, n° 4, 2018, pp. 289-296*

L’implantation par voie transcathérale de valves aortiques (TAVI) est devenue la technique de référence du traitement des sténoses aortiques sévères. L’étude évalue le coût et les bénéfices de l’utilisation de cette technique chez les patients présentant un risque intermédiaire, dans le contexte français. Transcatheter aortic valve implantation (TAVI) has become the therapy of choice for treating severe aortic stenosis in patients at high-risk for surgery or where it is considered too risky to attempt. We sought to evaluate the potential cost and clinical impact of TAVI in intermediate risk patients from a French collective perspective.

**Keywords:** Cost-effectiveness - Transcatheter Aortic Valve - SAPIEN 3 - Severe Aortic Stenosis - TAVI

**Kw:**

Cost-effectiveness - Ranscatheter Aortic Valve - SAPIEN 3 - Severe Aortic Stenosis - TAVI
DOSIS A.
On Signalling and Screening in Markets with Asymmetric Information
Journal of Mathematical Economics, vol. 75, 2018, pp. 140-149
This paper studies markets with asymmetric information. When the market is modelled as a standard signalling game, inefficient outcomes arise due to the arbitrariness of off-the-equilibrium path beliefs. Such inefficient outcomes are shown not to arise in a novel game that combines signalling and competitive screening. In this game, the informed party makes an initial offer to all uninformed parties, but the uninformed parties are allowed to make counter-offers after accepting the initial offer. The initial offer serves as a barrier to potential cream-skimming deviations, and hence, equilibrium is shown to generically exist. As such, the paper also contributes to the literature that focuses on laying strategic foundations for efficient competition in competitive screening markets.
Keywords: Asymmetric information - Competitive screening - Existence - Signalling

LANGOHR P., COLSON A.
(EZVAN C., LANGOHR P., RENOUARD C., COLSON A.)
Final Ends at the Forefront: Lessons from a Pedagogical Experience at ESSEC Business School
Journal of Business Ethics Education, n° 15, 2018, pp. 49-70
This paper provides a conception and qualitative analysis of a recent innovative pedagogical experience, a two-week program called “Understand and Change the World”, which is designed to help business schools generate an impetus towards change within students, faculty, and administrators and more generally to the institution’s systemic sustainable capability. We argue that harnessing the ends rather than the means is the key to meeting sustainability challenges within business schools. The conceptual basis of our program provides broad avenues for business school pedagogy. The pedagogy relies on students’ sense of meaning and practical wisdom to raise empathy, awareness of the common good, and the fundamental relevance of such empathy and awareness for the business world. This implies taking a step back from the traditional instrumental approach to business education and, more broadly, to careers and business.
Keywords: Authentic Leadership - Business School Curriculum - ESGE Issues

LAMIRAUD K., VRANCEANU R.
Group Gender Composition and Economic Decision-Making: Evidence from the Kallystée Business Game
This paper analyses data collected in 2012 and 2013 at the ESSEC Business School from Kallystée, a proprietary mass-attendance business game. Company boards are simulated by teams of five students selected at random. The design manipulates the gender composition of the boards to allow for all possible gender combinations. Data show that all-men and mixed teams with four women perform significantly better than all-women teams. However, when controlling for the average tolerance to risk score of the teams, the performance advantage of all-men teams vanishes, while the team-specific economic performance of teams with four women is still positive and strong. Teams with four women take more risks than the team tolerance to risk score would predict, which suggests some form of team specific action bias or risk-shift.
Keywords: Business Games - Gender Studies - Risk-taking - Team Decision
POUYET J.  
(POUYET J., TREGOUET T.)  
Assessing the Impact of Vertical Integration in Platform Markets  
*CPI Antitrust Chronicle*, vol. 2018, n° 2, 2018

We analyze a vertical merger between a platform providing an operating system and a device manufacturer in the presence of indirect network effects between buyers of devices and developers of applications. Indirect network effects generate a form of demand complementarity at the manufacturer level. Vertical integration creates market power over nonintegrated manufacturers and application developers. It also allows the integrated firm to coordinate the pricing decisions across both sides of the market, thereby leading to a better internalization of network effects. The impact on competition depends on the strength and the structure of indirect network effects. Our analysis shows that indirect network effects qualitatively change the traditional competitive analysis of vertical integration in platform markets.  
**Keywords:** Platform Markets - Vertical Integration

POUYET J.  
(MARTIMO D., POUYET J., RICCI F.)  
Contracts for the Management of a Non-Renewable Resource under Asymmetric Information and Structural Price Breaks  

We characterize the optimal contract for resource extraction in a context where the concessionaire has private information on the initial stock of resource. The dynamics of extraction is characterized by a virtual Hotelling rule in which costs of extraction are replaced with virtual costs of extraction. We analyze how structural breaks in the price of resource impact the dynamics of extraction.  
**Keywords:** Asymmetric Information - Delegated Management - Non-Renewable Resource - Optimal Contract

POUYET J.  
(SAND W., JULLIEN B., POUYET J.)  
Quel rôle pour les acteurs publics dans l’incitation privée aux investissements ?  
*Revue Économique*, vol. 69, n° 6, 2018, pp. 985-1007

Une entreprise doit investir pour fournir un service à une autorité publique. L’autorité publique peut, une fois l’investissement privé et l’incertitude...
concernant la valeur du service réalisés, fournir ce service par ses propres moyens. Si une telle intervention peut améliorer l’efficacité ex post, elle réduit les incitations à investir ex ante et le bien-être social. Nous étudions différentes modalités de l’intervention de l’autorité publique (possibilité d’investir seulement, ou possibilité de négocier avec l’entreprise sous la menace de duplication de l’investissement) suivant l’information qui est à sa disposition. Nos résultats suggèrent qu’autoriser l’autorité publique à négocier avec l’entreprise améliore le bien-être.

A company must invest to provide a service to a public authority. The public authority may, once the private investment and the uncertainty regarding the value of the service have been made, provide this service by its own means. While such intervention can improve ex post effectiveness, it reduces incentives to invest ex ante and social welfare. We study different ways of the intervention of the public authority (possibility of investing only, or possibility of negotiating with the company under the threat of duplication of investment) according to the information that is available. Our results suggest that allowing the public authority to negotiate with the company improves welfare.

Mots-clés : Information - Investissement - Régulation
Keywords: Information - Investment - Regulation

SANTACREU-VASUT E. (DRORI I., MANOS R., SANTACREU-VASUT E., SHENKAR O., SHOHAM A.)
Language and Market Inclusivity for Women Entrepreneurship: The Case of Microfinance
Les recherches existantes ont étudié comment les institutions et les facteurs organisationnels facilitent le processus par lequel la microfinance et d’autres intermédiaires financiers luttent contre l’exclusion financière fondée sur le genre. Mais si le rôle des institutions culturelles a été reconnu comme important, peu de recherches ont systématiquement intégré la culture dans l’étude de l’exclusion financière fondée sur le genre. Nous étudions le rôle de la langue en tant qu’institution culturelle qui influence la mesure dans laquelle les intermédiaires financiers réussissent à atteindre les femmes et à soutenir l’entrepreneuriat féminin.

Existing research has studied how institutions and organizational factors facilitate the process by which microfinance and other financial intermediaries tackle gender-based financial exclusion. But while the role of cultural institutions has been recognized as important, little research has systematically integrated culture in the study of gender-based financial exclusion. We study the role of language as a cultural institution that influences the extent to which financial intermediaries are successful in outreaching women and supporting female entrepreneurship.

Mots-clés : Genre - Langue - Microfinance
Keywords: Gender - Language - Microfinance

TERRA C. (ROMELLI D., TERRA C., VASCONCELLOS E.)
Current Account and Real Exchange Rate changes: The Impact of Trade Openness
European Economic Review, vol. 105, 2018, pp. 135-158
This paper investigates the impact of trade openness on the relationship between current account and the real exchange rate, by focusing on event windows of significant balance of payments distress. We identify episodes of sudden stops in capital flows and of abrupt currency depreciations for a large
sample of developed and emerging economies over the period 1970–2011, and we find that, during these episodes, currency depreciations are associated with larger improvements in the current account in countries that are more open to trade. Our results suggest that the magnitude of exchange rate depreciations over the adjustment process of current accounts is related to the degree of openness to trade.

Keywords: Exchange Rate Depreciation - Sudden Stops - Trade Openness

TERRA C.
(KALLAB T. E., TERRA C.)
French Colonial Trade Patterns and European Settlements
We construct a new database relying on various primary historical sources containing information on the value of French sectoral trade between 1880 and 1913 in order to assess the contemporaneous effects of colonial European settlements on French trade patterns. Our empirical results show that French colonies with more European settlements traded more with France. The impact is stronger with respect to the imports of raw materials and exports of manufactured goods from France to their colonies, suggesting that those territories were a source of resources for France and a market for its products. European settlements in colonies other than the French ones did not impact the trade of those colonies with France. We also explore to what extent the impact of European settlements on trade was exerted through the channel of the institutions brought by the settlers. Separating the part of European settlements associated with institutions, we find that the settlements associated with stronger institutions in French colonies had a positive impact on trade with those colonies. No significant impact was found for non-French colonies.

Keywords: Colonizations - Institutions - International Trade

VRANCEANU R.
(SUTAN A., GROLLEAU G., MATEU G., VRANCEANU R.)
“Facta Non Verba”: An Experiment on Pledging and Giving
We design an experiment to investigate whether asking people to state how much they will donate to a charity (i.e., to pledge) increases their actual donation. Individuals’ endowment is either certain or a random variable. We study different types of pledges, namely, private, public and irrevocable, which differ in terms of the cost to the individual for not keeping the promise. We show that in absence of endowment uncertainty, private and public pledges are associated with lower donations as compared to donations in the no-pledge case: private pledges slightly reduce donations and public pledges reduce them more significantly. Donations increase with uncertainty (in terms of increased endowment dispersion) for both private and public pledge situations, although donations with private pledges remain higher than donations with public pledge.

Mots-clés : Donations - Experimentation - Jeu du Dictateur
Keywords: Charitable Giving - Commitment - Dictator Game - Pledge

VRANCEANU R.
(PEIA O., VRANCEANU R.)
The Cost of Capital in a Model of Financial Intermediation with Coordination Frictions
Oxford Economic Papers, vol. 70, n° 1, 2018, pp. 266-285
This paper analyzes how coordination frictions in the financial intermediation
sector impact the cost of capital. In the model, capital belongs to a large number of small investors. A financial intermediary seeks to raise funds to finance a risky capital-intensive project and earns a fee-based income. The more investors participate to the project, the higher its probability of success. Investors observe noisy signals about the true implementation cost of the project. This problem can be analyzed as a typical global game featuring a single threshold equilibrium. It can be shown that the relationship between the probability of success of the project and the rate of return on capital is non-monotonic. We determine the “socially optimal interest rate” that maximizes the probability of success of the project. However, fee-maximizing intermediaries will generally set an interest rate higher than the former, thus bringing about a form of allocative inefficiency.

**Mots-clés :** Coût du capital - Financement projets infrastructure - Jeu de coordination

**Keywords:** Coordination Friction - Cost of Capital - Global Games - Project Finance

Communications présentées dans des conférences/Conference presentations

**CELIK G.**
*(CELIK G., DONGSOO S., STRAUSZ R.)*
**Overprovision of Public Goods under Information Manipulations**
University of Florence: Florence (Italy), Annual Meeting of the Association of Southern European Economic Theorists (ASSET), 8-10 November 2018

**CHARLEYT P.**
*(CHARLEYT P., FAGART M-C., SOUAM S.)*
**Mandatory Voting and Shareholder Power**
University of Florence: Florence (Italy), Annual Meeting of the Association of Southern European Economic Theorists (ASSET), 8-10 November 2018

**DOSIS A.**
**Efficient Reinsurance in Health Insurance Markets**
Industrial Organization Society: Indianapolis (U.S.A.), 16th Annual International Industrial Organization Conference, 20 April 2018

**DOSIS A.**
**Interest Rates and Investment under Competitive Screening and Moral Hazard**
University of Florence: Florence (Italy), Annual Meeting of the Association of Southern European Economic Theorists (ASSET), 8-10 November 2018

**DOSIS A.**
*(DOSIS A., MUTHOO A.)*
**Strategic Experimentation in an R&D race**
Lancaster University Management School: Lancaster (UK), 2018 Conference on Auctions, Competition, Regulation, and Public Policy, 24 May 2018

**LAMIRAUD K.**
*(LAMIRAUD K., STADELMANN P.)*
**Strategic Pricing Behaviors in the Presence of Consumer inertia: the Case of Health Insurance**
Italian Health Economics Association: Naples (Italy), 23rd Italian Health
Economics Association Annual Conference, 27-29 September 2018

LAMIRAUD K.
Strategic Pricing Behaviors in the Presence of Health Insurance
Waseda University et Keio University: Tokyo (Japan), Waseda-Keio Conference on Economics of Health Care Systems, 14 December 2018

PEPITO N.
(AGASTYA M., BAG P., PEPITO N.)
Optimal Task Ordering in Sequential Production with Externalities
WEAI & University of Newcastle: Newcastle (Australia), 14th Annual Conference of the Western Economic Association International (WEAI), 11-14 January 2018

SANTACREU-VASUT E.
(SANTACREU-VASUT E., PIKE C.)
Competition Policy and Gender
Organisation for Economic Co-operation and Development (OECD): Global Forum on Competition: Background Paper DAF/COMP/GF, 29 November 2018

TERRA C.
The Colonial Exports Pattern, Institutions and Current Economic Performance
(KALLAB T. E., TERRA C.)
Sociedade Brasileira de Econometria - (SBE): 40º Encontro Brasileiro de Econometria, Rio de Janeiro (Brazil), 11-14 December 2018

VRANCEANU R.
(BESSANCENOT D., SIRVEN N., VRANCEANU R.)
A Model of Hospital Congestion in Developing Countries
Université Paris 5 et LIRAES: Paris (France), 40eme Journée d’Economie de la Santé Française, 6 December 2018

VRANCEANU R.
(VRANCEANU R., DUBART D.)
Experimental Evidence on Deceitful Communication: Does Everyone Have a Price
Université de Nice: Nice (France), 9th Annual Conference of the French Association of Experimental Economics (ASFEE), 14 June 2018

Articles de presse/Press articles

GUYOT M., VRANCEANU R.
Convergence des luttes ou divergence des buts ?
La Tribune, mai 2018

GUYOT M., VRANCEANU R.
Innovation planifiée versus innovation de rupture
La Tribune, octobre 2018

GUYOT M., VRANCEANU R.
La crise des gilets jaunes, ou la difficulté de réformer
La Tribune, décembre 2018
VRANCEANU R.  
(BESANCENOT D., SIRVEN N.,  
VRANCEANU R.)  
A Model of Hospital Congestion in  
Developing Countries  
WP Research Center 1804  
This paper explains the observed hospital  
congestion in developing countries as the  
result of the interaction between  
ambulatory care physicians who refer  
patients to hospitals, and hospitals which  
must detect the severity of the incoming  
patients’ disease. In an imperfect  
information environment, physicians  
might refer to top-tier hospitals patients  
with mild diseases that could be properly  
addressed by regular hospitals, just to  
fulfill patients’ demand for the best care.  
Yet, the triage capability of top-tier  
hospitals declines if the hospital is subject  
to congestion, which, in turn, provides  
incentives to physicians to refer more  
patients to these hospitals. The model  
presents two equilibria, one with perfect  
triage, and another with triage errors and  
hospital congestion. In this last  
equilibrium, a higher hospital size raises  
the likelihood of congestion.  
**Keywords:** Behavioral IO - Crowdfunding  
- Entrepreneurship - Global Games -  
Overenthusiasm

VRANCEANU R.  
(BESANCENOT D., VRANCEANU R.)  
Crowdfunding with  
Overenthusiastic Investors: A  
Global Game Model  
WP Research Center 1802  
Crowdfunding platforms are providing  
funds to an increasing number of  
projects, among which many have a  
strong social/community impact. Under a  
all-or-nothing program, the success of  
the investment depends on the ability of  
a crowd of potential investors to put their  
resources into the project without an explicit  
coordination device. With heterogeneous  
information, such a problem can be  
analyzed as a typical global game. We  
assume that signals of at least some  
agents present a systematic positive bias,  
driven by positive emotions about  
projects with high social/community  
impact. The analysis reveals that if the  
number of such overenthusiastic persons  
is large enough, crowdfunding finance  
might support financially inefficient  
projects. We then analyze how a  
monopolistic platform optimally  
determines transaction fees and unveil  
the relationship between overenthusiasm  
and the profit of the platform.  
**Keywords:** Behavioral IO - Crowdfunding  
- Entrepreneurship - Global Games -  
Overenthusiasm

VRANCEANU R.  
(VRANCEANU R., DUBART D.)  
Experimental Evidence on Deceitful  
Communication: Does Everyone  
Have a Price?  
This paper introduces a new task to elicit  
individual aversion to deceiving, defined  
as the lowest payoff for which an  
individual agrees to switch from faithful  
to deceitful communication. The core  
task is a modified version of the  
Deception Game as presented in Gneezy  
Deceitful communication brings about a  
constant loss for the receiver, and a  
range of benefits for the sender. A  
multiple-price-list mechanism is used to  
determine the sender’s communication  
strategy contingent on the various  
benefits from deception. The results show  
that 71% of the subjects in the sender role  
will implement pure or threshold  
communication strategies. Among them,  
40% appear to be process driven, being  
either “ethical” or “spiteful”. The other  
60% respond to incentives in line with the  
fixed cost of lying theory; they will forego
faithful communication if the benefit from deceiving the other is large enough. Regression analysis shows that this reservation payoff is independent of the risk aversion and social preferences of the subject; it would thus capture an inner preference for “behaving well”.

**Keywords:** Communication Strategy - Cost of Lying - Deception - Inequality Aversion - Multiple Price List

Participations à des comités de lecture/Editorial Board memberships

**CHARLETY P.**  
*Revue Française de Gouvernance d’Entreprise* [Rédacteur en chef]

**DE POUVOURVILLE G.**  
*Gérer et Comprendre*

**FOURÇANS A.**  
*Global Economy Journal*

**LAMIRAUD K.**  
*Health Economics*

**TERRA C.**  
*Journal of Applied Economics*

**VRANCEANU R.**  
*Global Economy Journal*
DECLERCK F. 
(DECLERCK F., PORTIER M.)
Comment utiliser les marchés à terme agricoles et alimentaires (3e édition)
Éditions La France Agricole: Paris (France), 2018
La stabilité des prix des matières premières est rare, c’est l’exception. Les marchés à terme offrent des techniques de couverture du risque de fluctuation des prix. S'approprier ces outils des contrats à terme et des contrats d'options semble vital pour la pérennité des entreprises dont l’activité est dépendante de la fluctuation des cours des matières premières agricoles. La gestion du risque de prix doit faire partie intégrante des métiers des acteurs des filières : du producteur au consommateur, en passant par les organismes stockeurs, les industriels et la grande distribution. Il en va de leur pérennité.

Mots-clés: Agricole - Alimentaire - Contrat à terme - Marchés à terme - Matière première - Option - Risque
Keywords: Agriculture - Commodity - Food - Futures Contract - Futures Market - Option - Price - Risqué

LONGIN F.
La complexité sur les marchés financiers
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 16, pp. 259-272

How can the complexity of financial markets be understood? Is it rather a theater of uncertainty or risk? If so, can this be measured? Three methods make it possible to approach this complexity, through crises in particular; one comes from statistics and mathematics, the second from history and the third from simulation, allowing one to experience the mechanisms of the financial markets. This methodological review is also an opportunity to discover that in finance, uncertainty and risk are not always where we would expect to find them.

Mots-clés: Complexité - Marchés financiers - Simulation
Keywords: Complexity - Financial Markets - Simtrade – Simulation
Articles dans des revues/Journal articles

BOULLAND R.
Analysts’ Stickiness, Over-Reaction and Drift
*Finance*, vol. 39, n° 1, 2018, pp. 35-69
We show that investor underreaction and overreaction to company news (Michaely, Thaler, and Womack, 1995; De Bondt and Thaler, 1985) can be traced back to sell-side analysts’ tendency to delay their stock recommendations for several months. Analysts exhibit stickiness in their stock recommendations because they face reputational concern in changing such recommendations too often and/or difficulties in processing new information. Using a broad set of corporate events, we find that heterogeneity among the population of analysts causes their response to corporate news to be spread over several months. Long-term drift and return reversal following those events can be predicted at different horizons by the fraction of contrarian recommendations, i.e., recommendations that contradict the initial market reception of the news. Together, our findings highlight the role of analysts’ stickiness in shaping long-term stock price reaction to corporate news.
*Keywords*: Investor Attention - Post-announcement Drift - Security Analysts

DECLERCK F.
Marque alimentaire, un repère qui structure les filières
*La Revue des Marques*, n° 102, 2018, pp. 6-8
Par la valeur créée pour ses clients, une marque alimentaire peut générer une grande part de la valeur financière de l’entreprise qui la détient. Une marque alimentaire disposant d’une forte notoriété incite les acteurs de la filière à se coordonner pour gagner en compétitivité, investir et améliorer la valeur des produits. C’est un cercle vertueux.
By the value created for its customers, a food brand can generate a large share of the financial value of the company that holds it. A food brand with a strong reputation encourages the actors in the sector to coordinate to gain competitiveness, to invest and to improve the value of the products. It is a virtuous circle.

DECLERCK F.
(DECLERCK F., MAUGET R.)
Sociétés commerciales agricoles acquises par des coopératives: quelles motivations lorsque les agriculteurs deviennent coopérateurs?
*RECMA (Revue Internationale de l’Économie Sociale)*, n° 350, 2018, pp. 70-84
Dans l’industrie alimentaire française, la part de marché des coopératives agricoles a augmenté d’environ 7 % de 2000 à 2015, principalement par l’acquisition de sociétés commerciales. Dans certains cas, les agriculteurs fournisseurs de ces entreprises sont devenus membres des coopératives. Dans d’autres, ils sont restés agriculteurs fournisseurs non-coopérateurs ou sont partis à la concurrence. La présente recherche vise à identifier les motifs et les modalités de prises de décision des agriculteurs et des coopératives, de sorte à compléter la théorie économique sur les relations entre une coopérative et ses filiales en société commerciale. Elle s’appuie sur l’étude de cinq cas d’acquisition de sociétés commerciales par des coopératives agricoles.
In the French food industry, the market share of agricultural cooperatives increased by about 7% from 2000 to 2015, mainly through the acquisition of companies, usually limited companies. In some cases, the farmers who were
suppliers of these companies became co-op members. In others, they remained suppliers but not co-op members or they left to supply competitors. The purpose of the research is to identify the reasons and methods of decision-making by farmers and cooperatives. The research extends the economic theory on the relationship between a cooperative and its subsidiaries that are companies. The research is based on the study of five cases about the acquisition of companies by agricultural cooperatives.

**Mots-clés:** Acquisition - Associé coopérateur - Coopérative agricole - Gouvernance

**Keywords:** Acquisition - Agricultural Co-operative - Co-op Member - M&A

**HONG J.**

*Liquidity Shocks, Security Design and Organizational Change*

*Revue Économique, vol. 2018, pp. 49-63*

Cet article étudie comment une entreprise peut résoudre, de manière optimale, une difficulté financière ex post. Nous prenons pour modèle une entreprise touchée par un choc de liquidité qui requiert une injection de liquidité supplémentaire pour poursuivre son activité. Nous trouvons que, dans le cas d’un faible choc, l’entreprise peut le surmonter au moyen d’une renégociation de sa dette. Dans ce cas, la restructuration financière doit être conçue pour, à la fois, préserver les avantages du gérant et susciter un apport de liquidité de la part d’investisseurs. Les détenteurs de la dette doivent alors renoncer à une partie de leur participation initiale et partager, avec les apporteurs de liquidité, un regroupement de dette et de capital. Le gérant doit détenir du capital ou des options. Dans le cas d’un choc de grande envergure, l’entreprise doit être liquidée. L'article propose la première étude montrant comment une entreprise, simultanément, sollicite une acquisition et restructure ses demandes de financement dans le but de résoudre sa détresse financière. Il contribue également à la littérature en montrant que les politiques de règlement optimal varient selon le degré des chocs négatifs.

This paper studies how a firm can optimally resolve financial distress ex post. We model a firm hit by a liquidity shock and requiring an additional liquidity injection to continue its operations. We find that, in the case of a small shock, the firm should withstand the shock through debt renegotiation. In the case of a medium shock, the firm should withstand the shock through mergers and acquisitions. In this case, financial restructuring must be simultaneously designed to preserve the incentives of the manager and induce the investors to provide liquidity. The debt holders must forgo part of their original holdings and share with the liquidity providers through a combination of debt and equity. The manager must hold equity or options. In the case of a large shock, the firm should be liquidated. This paper provides the first study on how a firm simultaneously seeks an acquisition and restructures its financial claims to resolve financial distress, and also adds to the literature by showing that the optimal resolution policies depend on the level of adverse shocks.

**Mots-clés :** Chocs de liquidité - Conception de garantie - Fusions-acquisitions

**Keywords:** Liquidity Shocks - Mergers and Acquisitions (M&A) - Security Design Mergers

**HONG J.**

*The Financing of Alliance Entrepreneurship*


It is popular nowadays for entrepreneurial firms to advance their entrepreneurship outside their boundaries through alliances. This paper studies how the financing of entrepreneurship changes in
strategic alliances. We model a financially constrained entrepreneur and a deep-pocket incumbent developing an innovative product through a strategic alliance, which generates externalities on the incumbent. We find that i) in contrast to traditional theories, the entrepreneur’s financial constraint can be tightened by an increase in his endowment; ii) an outside investor is introduced as a third party to deal with the free-riding agency problem; and iii) the externalities have a significant effect on the design of financial claims in the alliance contract, and the incentive-compatible financial instruments are consistent with empirical observations.

**Keywords:** Alliance Entrepreneurship - Externality - Financial Contracting - Security Design

LI J.
(LI J., ZINNA G.)
How Much of Bank Credit Risk Is Sovereign Risk? Evidence from Europe
*Journal of Money, Credit and Banking, vol. 50, n° 6, 2018, pp. 1225-1269*

We examine European banks’ exposures to systematic and country-specific sovereign risk. We organize our investigation around a multifactor affine credit risk model estimated on credit default swap data of different maturities. During the 2008–15 period, about one third of banks’ credit risk is sovereign. However, banks strongly differ both in the magnitude and type of their sovereign exposures. Measures of indirect exposures, such as bank size and return on equity, capture these cross-sectional differences better than measures of direct exposures. Furthermore, the properties of the distress risk premiums turn out to be important to understand the effect of sovereign risk on bank funding costs.

**Keywords:** Bank Credit Risk - Credit Default Swaps - Distress Risk Premia - Sovereign Exposures - Systematic Risk

LONGIN F.
(KONSTANTINOS G., LONGIN F.)
Financial Market Activity under Capital Controls: Lessons from Extreme Events
*Economics Letters, vol. 170, n° 1, 2018, pp. 120-123*


We investigate the contemporaneous relation between return and transaction volume in distribution tails under the restrictions on transactions due to the capital controls implemented on the Athens Stock Exchange in July 2015. We use bivariate extreme value theory to model the tail dependence structure. We show that restrictions on transactions have an impact on the activity of market participants.

**Mots-clés :** Contrôle des capitaux - Dépendance rentabilité volume - Théorie des valeurs extrêmes

**Keywords:** Capital controls - Extreme Value Theory - Return–Volume Dependence

TEDONGAP R.
(FARAGO A., TEDONGAP R.)
Downside Risks and the Cross-Section of Asset Returns
In an intertemporal equilibrium asset pricing model featuring disappointment aversion and changing macroeconomic uncertainty, we show that besides the market return and market volatility, three disappointment-related factors are also priced: a downstate factor, a market downside factor, and a volatility downside factor. We find that expected returns on various asset classes reflect premiums for bearing undesirable exposures to these factors. The signs of estimated risk premiums are consistent with the theoretical predictions. Our most general, five-factor model is very successful in jointly pricing stock, option, and currency portfolios, and provides considerable improvement over nested specifications previously discussed in the literature.

**Keywords:** Cross-Section - Downside Risks - Generalized Disappointment Aversion

Communications présentées dans des conférences/Conference presentations

**BACH L.**
(BACH L., CALVET L., SODINI P.)
From Saving Comes Having?
Disentangling the Impact of Saving on Inequality

**BARONI M.**
An Index to Forecast Housing Returns
European Real Estate Society (ERES): Reading (UK), 25th European Real Estate Society (ERES) Annual Conference, 27-31 June 2018

**DECLERCK F.**
Champagne Wineries Facing Increasing Costs and Stagnant Sales: Risk of Debt Distress?
European Association of Wine Economists: Dijon (France), XXV Colloque “Oenometrics” of the European Association of Wine Economists (EuAWE -VDQS - FEDECO), 23 May 2018

**DECLERCK F.**
(DECLERCK F., MAUGET R.)
Séparer conseil et vente : implications pour les agriculteurs et leurs coopératives
UniLaSalle: Paris (France), 2018 Faire face aux risques en agriculture : Quels enjeux, quelles perspectives ?; 22 February 2018

**DECLERCK F.**
Séparer le conseil et la vente de pesticides en France : implications pour les coopératives agricoles
Université de Montréal: Montréal (Canada), Market, Justice and the Cooperative as a Political Institution/ Marché, justice et la coopérative comme institution politique, 27 September 2018

**DECLERCK F.**
To Separate the Advice and Sales of Phytosanitary Products: How May Co-Ops React?
University of Bonn: Igls (Austria), 12th International European Forum on System Dynamics & Innovation in Food Networks, 5-9 February 2018

**FULOP A.**
(FULOP A., LI J., WAN R.)
Real-Time Learning and Bond Return Predictability
Università della Svizzera italiana: Lugano (Switzerland), 11th Annual Meeting of the
the Society for Financial Econometrics (SoFiE), 12-14 June 2018

FULOP A., LI J.
(FULOP A., LI J., WAN R.)
Real-Time Learning and Bond Return Predictability
National Center for Econometric Research (NCER): Sydney (Australia), 2018 Frontiers in Econometrics Workshop, 19 July 2018

GOURIER E.
(GOETZMANN W., GOURIER E., PHALIPPOU L.)
How Alternative are Private Markets?
Luxembourg School of Finance: Luxembourg (Luxemburg), 2018, 7th Luxembourg Asset Management Summit, 15 October 2018

GOURIER E.
(GOURIER E., KONTOGHIORGHES A.)
Idiosyncratic Equity and Variance Risk
University of Pisa: Pise (Italy), 2018, 12th International Conference on Computational and Financial Econometric (CFE), 14 December 2018

HONG J.
(HONG J., WANG N.)
Debtholder-Shareholder Conflict and CEO Compensation: Evidence from Credit Default Swaps
UNSW Business School: Sydney (Australia), 2018, 31st Australasian Finance & Banking Conference, 12 December 2018

HONG J.
Managerial Compensation Incentives and Corporate Debt Maturity: Evidence from FAS 123R
Financial Management Association (FMA): San Diego (U.S.A.), 2018 Financial Management Association Annual Meeting, 10 October 2018
&
ESSEC & EUROFIDAI: Paris (France), 2018, 16th Paris December Finance Meeting, 20 December 2018

KARAPETYAN A.
(DEGRYSE H., KARAPETYAN A., KARMAKAR S.)
To Ask or Not to Ask? Bank Capital Requirements and Loan Collateralization
Central Bank of Ireland: Dublin (Ireland), 2018 Banking, Credit and Macroprudential policy: What Can We Learn from Micro Data?, 3 December 2018

KARAPETYAN A.
To Ask or Not to Ask? Collateral versus Screening in Lending Relationships
Bank of Portugal: Lisbone (Portugal), 2018 Workshop on Connecting the Real Economy and the Financial System: Theory and Empirics, 24 October 2018

LESCOURRET L.
(BOUSSETTA S., LESCOURRET L., MOINAS S.)
The Role of Pre-opening Mechanisms in Fragmented Markets
Northern Finance Association (NFA): Charlevoix (Canada), 2018 Northern Finance Association, 21 September 2018
LI J.  
(HUANG T., LI J., WU F.)  
Asymmetric Variance Premium, Skewness Premium, and the Cross-Section of Stock Returns  
Shanghai Advanced Institute of Finance (SAIF): Tianjin (China), 2018 China International Conference in Finance (CICF), 10 July 2018

LI J.  
(HUANG T., LI J.)  
Option-Implied Variance Asymmetry and the Cross-Section of Stock Return  
University of Xiamen: Xiamen (China), 2018, 2nd Greater China Area Finance Conference, 23 June 2018

MARTEL J.  
(GEORGAKOPOULOS G., THIERHOFF M., MARTEL J.)  
Law & Economics: A Valuable Relationship?  
INSOL Europe: Athens (Greece), 2018 INSOL Europe Annual Congress, 4 October 2018

RAMOS S.  
(McCOURT M., RAMOS S.)  
Persistence and Skill in the Performance of Mutual Fund Families  

RONCORONI A.  
A Theory of Corporate Hedge Design  
Washington University: St Louis (U.S.A.), 2018 Supply Chain Finance & Risk Management Workshop, 13 May 2018

RONCORONI A.  
(GUIOTTO P., RONCORONI A.)  
Université Laval: Québec (Canada), 2018 Symposium on Energy and Finance, 16 November 2018

TEDONGAP R.  
(FEUNOU B., LOPEZ ALIOUCHKIN R., TEDONGAP R., XU L.)  
Variance Premium, Downside Risk, and Expected Stock Returns  
University of Agder: Kristiansand (Norway), 2018 FMA European Conference, 12 June 2018 & Lancaster University Management School: Lancaster (UK), 2018 Frontiers of Factor Investing, 23 April 2018

YADAV V.  
Fund Size and Performance: Evidence from Daily Returns  
UNSW Business School: Sydney (Australia), 2018, 31st Australasian Finance and Banking Conference, 13 December 2018
Participations à des comités de lecture/Editorial Board memberships

BARONI M.
*Zeitschrift für Immobilienökonomie: German Journal of Real Estate Research*

DECLERCK F.
*International Food and Agribusiness Management Review*
*International Journal on Food System Dynamics*

MARTEL J.
*Journal of Empirical Legal Studies*

PONCET P.
*Bankers, Markets & Investors*
*Frontiers in Economics and Finance*

RAMOS S.
*European Journal of Finance*

RONCORONI A.
*Applied Mathematical Finance*
*Journal of Banking and Finance*
*Journal of Commodity Markets*
*Journal of Energy Markets*
Hors Département

Faculty at Large

La dynamique des doubles contraintes dans les organisations

Propositions pour limiter leur caractère toxique

L’histoire comme méthode pour comprendre le management

Mélanges en l’honneur du Professeur Marc Nikitin
ANCHELIN-BOURGUIGNON A.  
Le "nouveau" contrôle de gestion du XXe siècle tardif : ce qui a (hêlas) vraiment changé  
Ce chapitre comment la diffusion, en France, des méthodes de ce qu’on appelé, dans la dernière décennie du 20e siècle, le "nouveau" contrôle de gestion, a activement contribué à l’intensification de la mesure et du contrôle dans les organisations – intensification qui a conduit à la dégradation des conditions de travail et de la santé au travail.  
This chapter shows how management control methods which developed in France during the late XXth century as so-called "new" management control, have actively contributed to the intensification of measurement and control in organizations – and how they have consequently led to the deterioration of working conditions and health at work.  
Mots-clés : Contrôle de gestion - Intensification du travail - Performance  
Keywords: Intensification of Work - Management Control - Performance  
Cet article mobilise le concept de double contrainte, « jumeau » de la notion de paradoxe, pour identifier précisément les différentes composantes des paradoxes organisationnels. Cet inventaire permet de montrer comment les doubles contraintes se sont récemment multipliées, notamment avec le développement conjoint des instruments de gestion et de certains discours, et par quels processus elles produisent du stress et de la souffrance au travail. Cette analyse permet de formuler des propositions qui permettent d’en limiter les effets dommageables pour les personnes et les organisations.  
This article uses the sister concept of paradox – double bind – to precisely capture the various components of organizational paradoxes. This inventory enables us to show how double binds have recently drastically increased, notably with the simultaneous diffusion of management systems and specific discourses; and by which processes they generate stress and ill-being at work. This analysis opens up paths for practice lowering the detrimental effects of paradoxes, both for persons and organizations.  
Mots-clés : Double contrainte - Instruments de gestion - Paradoxe - Performance - Rémunération variable  
Keywords: Double Bind - Management Systems - Paradox - Performance - Performance-Based Compensation

ANCHELIN-BOURGUIGNON A.  
La dynamique des doubles contraintes dans les organisations. Propositions pour limiter leur caractère toxique  
Article dans une revue/Journal  
Cet article mobilise le concept de double contrainte, « jumeau » de la notion de paradoxe, pour identifier précisément les différentes composantes des paradoxes organisationnels. Cet inventaire permet de montrer comment les doubles contraintes se sont récemment multipliées, notamment avec le développement conjoint des instruments de gestion et de certains discours, et par quels processus elles produisent du stress et de la souffrance au travail. Cette analyse permet de formuler des propositions qui permettent d’en limiter les effets dommageables pour les personnes et les organisations.  
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Mots-clés : Double contrainte - Instruments de gestion - Paradoxe - Performance - Rémunération variable  
Keywords: Double Bind - Management Systems - Paradox - Performance - Performance-Based Compensation
ANCHELIN-BOURGUIGNON A. (ANCHELIN-BOURGUIGNON A., CHARRIER B.)

‘Why Do You Want to Do This Research (With Me)?’ A Collaborative Interdisciplinary Research Method

in: Surprise in and around Organizations: Journeys to the Unexpected, EGOS 2018 (Subtheme 24) Proceedings

European Group for Organizational Studies (EGOS): Tallinn (Estonia), 34th EGOS Colloquium, 5-7 July 2018
Temporary colocation and collaborative discovery: Who confers at conferences

Sunn Chai1,2 | Richard B. Freeman3

Abstract

Synonymy is linked to proximity-longer geographic distances is known about it in conferences. 

Competition Through Categorization: Product and Audience-Centric Strategies in an Evolving Categorical Structure

Ferhat Khorshid | Wei-Hsuan Wang | Ashraf Widodo

Abstract

Join and separate category member products in competition. Product and audience-centric strategies are not independent of each other, and the focus on one implies the necessity of the other. 

Friendship by assignment: From formal interdependence to informal relations in organizations

Vladimir Yankov | Brian Booher

Abstract

This paper explores how job assignments at work and influence their relationships. The sense of interdependence is not only a function of the explicit task structure but also the task environment and the personal relationship. 

The differential impact of knowledge depth and knowledge breadth on creativity over individual careers

Jan Otto | Werner Hufner | Christian Finkenstaedt | Kevin Dholakia

Abstract

The relationship between knowledge depth and breadth and creativity over an individual's career is complex and multidimensional. 

Modeling Tour Choices: Temporal Multiplexity and Conflict Moderation in the Palio di Siena (1755-2016)

Evan R. P. Stelmach | Dominique S. Janssen | Bruce R. MacEvoy

Abstract

The Palio di Siena, Italy's most famous and oldest annual horse race competition, has evolved over time through the transformation of the race into a dual event, a complex mix of cultural symbols, and legal and regulatory changes. 

When Two Bosses Are Better Than One: Nestly Decomposed Systems and Organizational Adaptation

Kari M. Founds | Michael W. Sims

Abstract

This paper examines the nested system as a new model for understanding how organizations adapt to change. 

Questions de société

Coordonné par Jean-Marie Peretti

Jean-Michel Plané | Alain Scouarnec | Maurice Thévenot

UNE VISION DES RESSOURCES HUMAINES SANS FRONTIÈRES

Mélanges en l'honneur de Jacques Igalens

DUNOD / XERFI

Management

ESSEC BUSINESS SCHOOL - ANNUAIRE DE LA RECHERCHE - RESEARCH YEARBOOK 2018
PERETTI J.-M.  
*Gestion des ressources humaines [22e édition]*  
Cette nouvelle édition enrichie prend en compte l’évolution rapide de tous les domaines de la GRH dans un contexte de transformation numérique, de globalisation et de changement socio-culturels. Les nouvelles responsabilités de la fonction RH, le renouvellement des politiques, des pratiques et des outils sont présentés et illustrés.  
This new edition takes into account the rapid changes in all areas of HRM in the context of digital transformation, globalization and socio-cultural change. New responsibilities of HR, policy renewal, practices and tools are presented and illustrated.  
*Mots-clés*: Développement des compétences - Fonction RH - Rémunération globale - SIRH  
*Keywords*: HR - HRMS - Skills Development - Total Compensation

CERDIN J.-L.  
*(BREWSTER C., CERDIN J.-L.)*  
*HRM in Mission Driven Organizations: Managing People in the Not for Profit Sector*  
Springer: Cham (Switzerland), 2018, 300 p.  
This edited collection examines human resource management in organizations other than those that are set up to make a profit. Covering human resource management in a number of different kinds of mission-driven organizations, the book explores organizations in sectors and industries such as the governmental and intergovernmental public sector, volunteer organizations and charities, religious organizations, cultural organizations, sports organizations and B-corporations. Recognizing the reality of management practice in the (many small) organizations covered by the book, the chapters deal with the way that people are actually managed whether or not there is an HRM department present. Students of business management and human resource management will find this book invaluable as a source of knowledge on not for profit organizations, as many of the chapters include detailed examples and case studies.

PERETTI J.-M.  
*(FRIMOUSSE S., PERETTI J.-M.)*  
*L’apprenance au service de la performance*  
L’apprenance repose sur l'idée de l’apprentissage tout au long de la vie. L’apprenance rapproche la formation et le travail, jusqu’à les fusionner. L’organisation est ainsi appelée à devenir « apprenante », après avoir été souhaitée « qualifiante ». L’ouvrage rassemble les contributions de 35 experts.

**Mots-clés :** Apprenance - Apprentissage - Formation

**PERETTI J.-M., THÉVENET M.**  
(Peretti J.-M., Plane J.-M., Scouarcé A., Thévenet M.)

**Une vision des ressources humaines sans frontières**


Cet ouvrage collectif offre une vision renouvelée et élargie des ressources humaines nourrie des apports d’une recherche interdisciplinaire à travers trente et un chapitres écrits par les meilleurs experts internationaux.

**Mots-clés :** Frontières - Recherche - Ressources humaines - RSE

**Participation à des ouvrages collectifs/Book chapters**

**BERNARD A.**

*Alterner le temps du savoir et le temps de la pratique.*  
L’apprentissage, une pédagogie ouverte de l’”en même temps”

in: Une vision des ressources humaines sans frontières  

**BIBARD L.**

*Manager l’inattendu : la complexité, un sensemaking distribué*

in: Complexité et organisations : faire face aux défis de demain  
Morin E., Bibeard L. (eds.)  
Eyrolles: Paris (France), 2018, chap. 21, pp. 353-362

**BOUCHIKHI H.**

*Peut-on diriger avec la complexité ?*

in: Complexité et organisations : faire face aux défis de demain  
Morin E., Bibeard L. (eds.)  
Eyrolles: Paris (France), 2018, chap. 9, pp. 157-172
BOURGEON L.
L’organisation par processus, un modèle d’organisation apprenante
in: L’apprenance au service de la performance
Frimousse S., Peretti J.-M. (eds.)
EMS (Éditions Management et Société): Caen (France), 2018, chap. 4, pp. 52-59
Cet article décrit sous quelles conditions (Management des Ressources Humaines) l’organisation par processus (ou organisation par projets) est une organisation apprenante.
This article describes under what conditions (HR Management) the organization by process (or project-based organization) constitutes a learning organization.

Mots-clés: Apprentissage organisationnel
- Management des ressources humaines
- Organisation apprenante
- Organisation par processus
- Processus
- Projet

Keywords: HR management
- Learning Organizations
- Organization by process
- Organizational Learning
- Project-based Organisation

CAVARRETTA F.
Une exploration des propriétés épistémiques des règles « clés de voûte » des entrepreneurs
in: Complexité et organisations: faire face aux défis de demain
Morin E., Bibard L. (eds.)
Comment les entrepreneurs sélectionnent-ils les quelques règles fondamentales qui guident leur action ? Quelles en sont les propriétés épistémiques ? Sur la base d’une étude empirique, et en mobilisant l’outil de l’algorithme génétique, l’auteur décrypte le processus par lequel un ensemble de règles s’impose parmi un groupe d’acteurs. Même si elles ne correspondent pas toujours à une théorie validée scientifiquement, elles ne peuvent pas être entièrement rejetées et fournissent un aperçu de l’épistémologie qui peut animer les praticiens. L’identification de ces « règles clés de voûte » fait apparaître des objets hybrides, entre rationalité et construction sociale. Bounded-rational managerial actors struggling to process information often use a limited set of theories of action expressed as simple rules. We assume a hierarchical structure where some keystone rules play a disproportionate role in guiding action and cognitions. We establish the complexity of determining an efficient set of such keystone rules, and therefore the necessity of using meta-heuristic approaches, such as evolutionary processes where the computationally hard problem of picking an optimal set of rules is solved by a social calculation. We explore the development of keystone rules among entrepreneurs and find that the emergent keystone rules among the observed entrepreneurs do not match existing “scientific” theories but have particular epistemic properties, such as fuzziness, inconsistency, counter-factual, as well as being polymorphic and self-fulfilling. Furthermore, inductive reasoning suggest that keystones rules evolve as bundle, due to interactions inter-rules shaping the emerging set. Such bundles of keystone exhibit paradigm dynamics as they follow a sequence of punctuated equilibria. The identification of keystone rules fills a theoretical gap between rational decision and social construction perspectives.

Mots-clés : Cognition - Complexité - Epistémologie - Performance

Keywords: Cognition - Complexity - Epistemology - Performance

CERDIN J.-L.
(CERDIN J.-L., DOLAN S.)
Des mobilités sans frontières
in: Une vision des ressources humaines sans frontières
EMS (Éditions Management et Société):
Caen (France), 2018, chap. 18, pp. 233-241
Finally, we introduce each of the chapters measured by financial profit and loss.

CERDIN J.-L.
(BREWSTER C., CERDIN J.-L.,
SHARMA K.)
Global Talent Management in the Not-for-Profit Sector
in: Competencies and (Global) Talent Management
Macado C. (ed.)
Springer: Cham (Switzerland), 2018, chap. 1, pp. 1-24

CERDIN J.-L.
(CERDIN J.-L., BREWSTER C.)
Management of People in Mission-Driven Organizations: Current State and Future Directions
in: HRM in Mission Driven Organizations: Managing People in the Not for Profit Sector
Brewster C., Cerdin J.-L. (eds.)
Springer: Cham (Switzerland), 2018, chap. 10, pp. 279-294
This chapter introduces the book. We outline what we mean by ‘mission-driven organizations’ and identify their specific features. We outline what we mean by human resource management, noting that we take a broad view and that we include organizations that may be smaller and have no specific HRM professionals. We discuss the wider range of stakeholders typical in analyses of not-for-profit organizations and the importance of transparency and the importance of outcomes—outcomes that are not measured by financial profit and loss. Finally, we introduce each of the chapters in the book.
Keywords: Human Resource Management - Mission-Driven Organizations - Not for Profits - Outcomes - Stakeholders - Transparency

CERDIN J.-L.
(CERDIN J.-L., SHARMA K., TARIQUE I., PURPURA C.)
Talent Management in Mission-Driven Organizations
in: HRM in Mission Driven Organizations: Managing People in the Not for Profit Sector
Brewster C., Cerdin J.-L. (eds.)
Springer: Cham (Switzerland), 2018, chap. 9, pp. 237-277
This chapter examines how the concept of Talent Management, that was developed in and for the profit-driven sector, might work in the clearly different context of mission driven organizations. Utilizing a series of case studies, we apply a consistent framework to analyse talent management in these organizations and find that the concept is relatively new amongst them, that it operates differently from the private sector and differently from organization to organization. There are opportunities for mutual learning. Keywords: Médecins Sans Frontières - OCHA - Talent Management - UNDP - UNICEF

DONADA C.
La complexité de l’électromobilité
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 12, pp. 203-216

KOENIG C.
Higher Education in Management: The Case of Singapore
in: The Future of Management Education
Dameron S., Durand T. (eds.)
Ce chapitre analyse l’émergence de Singapour comme plaque tournante asiatique de l’enseignement de la gestion, par la montée en puissance d’institutions
locales et 'installation d'institutions internationales.

This chapter describes the emergence of Singapore as an Asian hub for management education through the development of local universities and the creation of campuses by foreign institutions.

**Mots-clés:** Politique d'éducation - Stratégie de hub

**Keywords:** Education Policy - Hub - Management Education

**METIU A.**

(MUKERJEE J., METIU A.)

*Ethnographic Images of Work: Lessons from Journalism*

in: *Routledge Companion to Qualitative Research in Organization Studies*

Raza Mir, Jain S. (eds.)


Le chapitre développe une comparaison entre ethnographie et journalisme en identifiant les principalessimilarités et différences, et suggère que les écrits ethnographiques pourraient gagner en s'inspirant des pratiques journalistiques. In this chapter we provide a comparison between ethnography and journalism, identify their main similarities and differences, and provide suggestions about ways in which ethnographic reports of work can benefit from following several specific journalism practices.

**NESTOROVIC C.**

*Global Marketing and Islamic Countries*

in: *Islamic Marketing and Branding: Theory and Practice*

Melewar T. C., Syed Alwi S. F. (eds.)

Routledge: London (UK), 2018, chap. 8, pp. 177-190

**PERETTI J.-M.**

(_PERETTI J.-M., MADOU M., AUTISSIER D._)

*ARTHASAHTRA de Kautilya, THIRUKKKURAL de Thiruvalluvar: L’inde ancienne au service de l’humain*

in: *ARTHASAHTRA de Kautilya, THIRUKKKURAL de Thiruvalluva: L’inde ancienne au service de l’humain*

IRM: Coimbatore (India), 2018

Pour aborder les thématiques du changement, de l’éthique et de la gouvernance, l’enseignement des auteurs de l’Inde ancienne au 3e siècle avant JC, ARTHASAHTRA de Kautilya, THIRUKKKURAL de Thiruvalluva, est d’actualité et offre des clés pour conduire le changement que nous fait découvrir cet ouvrage en trois langues.

**Mots-clés:** Arthasashtra - Changement - Gouvernance - Inde - Thirukkural

**PERETTI J.-M.**

*La gestion des ressources humaines racontée par les romanciers au XIXe siècle*

in: *Mélanges en l’honneur du professeur Jean-Yves COPPOLANI*

Editions la Mémoire du Droit: Paris (France), 2018, chap. 38, pp. 777-792

A travers une sélection de romans publiés au XIXe siècle, de Victor Hugo et Emile Zola, à la Contesse de Ségur, ce chapitre présente une vision engagée des pratiques de Gestion des Ressources Humaines et une première approche de la responsabilité sociale

**Mots-clés:** Droit - GRH - Littérature - RSE

**PERETTI J.-M.**

*Le management des ressources humaines à travers des romans du XIXe siècle*

in: *Littérature et management. Le management comme roman et le manager comme romancier ?*
De Geuser F., Guénette A. M. (eds.)
L’Harmattan: Paris (France), 2018, pp. 45-58
Et si manager, c’était raconter de belles histoires avec style ? Et si la littérature nous disait plus de choses sur l’organisation du travail que les livres de gestion ?
What if management was to tell beautiful stories with style? And what if literature told us more about work organization than management books?

**Mots-clés** : Livres de gestion - Manager - Organisation du travail

**Keywords** : Management books - Manager - Work Organization

PERETTI J.-M.
**Pour des DRH administrateurs indépendants**
in: Manifeste. Donner aux DRH la légitimité à siéger dans les CA en tant qu’administrateurs indépendants et promouvoir l’engagement citoyen des Conseils d’Administration

Added E. (ed.)

Améliorer le système français actuel de gouvernance d’entreprise apparaît souhaitable pour répondre aux attentes des actionnaires et de l’ensemble des parties prenantes.

Improving the current system of corporate governance appears desirable to meet the expectations of shareholders and all stakeholders.

**Mots-clés** : Actionnaire administrateurs - Gouvernance

**Keywords** : Director shareholders - Governance

PERETTI J.-M.
**(FRIMOUSSE S., PERETTI J.-M.)**
**Tous apprenants : Serial Learner et Rebel Talent**
in: L’apprenance au service de la performance

EMS (Éditions Management et Société):
Caen (France), 2018, chap. 1, pp. 12-20

**Mots-clés** : Apprenance - Apprentissage - Formation

THIETART R.
**Séminaire de recherche sur la complexité et la pensée complexe**
in: Complexité et organisations : faire face aux défis de demain

Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 3, pp. 73-82

**Articles dans des revues/Journal articles**

BARTHÉLÉMY J.
**Why Best Practices Often Fall Short**

La plupart des dirigeants sont fascinés par les "meilleures pratiques". Malheureusement, leurs attentes sont souvent irréalistes.

For many leaders, the allure of best practices is strong and their expectations for results are unrealistic.

**Mots-clés** : Meilleures pratiques - Performance

**Keywords** : Best Practices - Success

BIBARD L.
**Pour transformer, reconnaître d’abord !**
*Question(s) de Management*, no 21, 2018

Développer la capacité de transformation est une question à fort enjeu pour les chercheurs en sciences de gestion et pour les dirigeants. C’est pourquoi dirigeants et enseignants-chercheurs ont été sollicités dans le cadre de la traditionnelle rubrique « regards croisés », pour répondre à la question : « Comment développer la capacité de transformation d’une organisation ? »
BOURGEON L.
Uberisation, innovation, désintermédiation... Petit lexique de la digitalisation
*Gestions Hospitalières*, 2018, pp. 22-24
Cet article définit brièvement les termes courants associés à la transformation digitale que sont l’uberisation, l’innovation disruptive ou encore la désintermédiation.

This article defines some of the most usual terms associated with the digital transformation of organizations: uberization, disruptive innovation or disintermediation.

**Mots-clés**: Organisation - Santé - Transformation digitale

**Keywords**: Digital Transformation - Healthcare - Organisation

CERDIN J.-L.
Career Success Schemas and Their Contextual Embeddedness: A Comparative Configurational Perspective
We introduce career success schemas as critical for understanding how people in different contexts perceive and understand career success. Using a comparative configurational approach, we show, in a study of 13 countries, that two structural characteristics of career success schemas—complexity and convergence—differ across country contexts and are embedded in specific configurations of institutional factors.

Adopting complexity and convergence as primary dimensions, we propose a taxonomy of career success schemas at the country level. Based on this taxonomy, we contribute to the understanding of subjective career success across countries, discuss the importance of schemas for organisational career systems in multinational enterprises, and propose specific guidelines for future comparative careers research.

CERDIN J.-L.
(DICKMANN M., CERDIN J.-L.)
Exploring the Development and Transfer of Career Capital in an International Governmental Organization
Cette étude examine les comportements globaux autogestion de carrière du personnel dans une organisation gouvernementale internationale (OIG). La littérature sur les carrières mondiales fait valoir que les individus devraient maximiser leur capital de carrière, opérationnalisé dans le concept de carrière intelligents (IC) que les compétences, les réseaux sociaux, et les motivations des personnes liées à leur carrière. Le concept IC implique que le capital de carrière est transférable et fait valoir que les composants de circuits intégrés sont interdépendants et se renforcent mutuellement.

This study investigates global career self-management behaviors of staff in an international governmental organization (IGO). The literature on global careers argues that individuals should maximize their career capital, operationalized in the intelligent careers (IC) concept as competencies, social networks, and motivations of persons related to their careers. The IC concept implies that career capital is transferable and argues that IC components are interrelated and selfreinforcing. We explored these assumptions through a case study in a United Nations (UN) organization. We found that the UN organization had high barriers to career capital transfer.
between head office and field stations. Therefore, the IGO staff experienced conflicting demands in terms of their career capital behaviors. Many staff did not focus on maximizing their career-relevant capabilities or social networks. Instead, they pursued international careers that intentionally sacrificed internal career progression in favor of their humanitarian aid duties. The research adds to the insights of the global careers literature and refines our understanding of the relationship of the organizational center to its foreign affiliates. The findings expose potentially contradictory behavioral implications of elements of the IC concept and call for a context-sensitive refinement. Managerial implications for resourcing, development, career management, and retention are discussed.

**Mots-clés:** Carrières - Carrières intelligents - La mobilité internationale

**Keywords:** Global Careers - Head Office-Subsidiary Relationship - Intelligent Careers - International Governmental Organizations - International Mobility

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DONADA C.

**Leadership in the Electromobility Ecosystem: Integrators and Coordinators**


Electromobility is a nascent business ecosystem, in which the position of leadership is not assigned per se, so stakeholders have equal claims on it. Firms differ according to their strategic paths (build-borrow-buy strategies for growth) and ability to align their business model with the collective imperatives of the ecosystem. On the basis of strategic management theory, this article proposes two hypotheses. First, the firms that build and master the greatest number of activities and skills required to offer sale bundles (i.e., integrators) are best positioned in the race to leadership, because of their capacity and ability to control key resources. Second, and in contrast to the first hypothesis, firms that are best able to coordinate the ecosystem as a whole (i.e., coordinators) may take precedence. With an empirical study of the strategic actions of stakeholders in the electromobility business ecosystem, we reveal different paths established for individual integrators or coordinators.

**Keywords:** Build-Borrow-Buy Paths - Coordinators - Ecosystem - Electric Vehicle - Electromobility - Integrators - Leadership

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FOURCADET O.

**Perceptions d’un évènement par le consommateurs et leur jugement des mesures de lutte. Excercice d’anticipation dans le cas de dépistage positif d’animaux à l’Encéphalopathie Spongiforme Bovine (ESB)**

*Epidémiologie et santé animale, n° 73, 2018, pp. 59-69*
Lorsque les consommateurs prennent connaissance d’un événement susceptible de nuire à leur santé, comme une annonce dans la presse que trois bovins ont été dépistés positifs à l’ESB, ils forment un jugement sur leur degré d’exposition. Ils élaborent alors des stratégies d’évitement – arrêt de la consommation – ou d’acceptation selon leur perception de celui-ci. Dans le cas du choix d’évitement, lequel n’est, dans leur esprit, que temporaire, la persévérance de leur choix dépendra de leur perception des mesures de lutte mises en œuvre par les pouvoirs publics afin d’assurer la qualité sanitaire des denrées alimentaires. Sous quelles conditions sont-ils prêts à accepter de consommer à nouveau de la viande ?

L’auteur explore les schémas cognitifs (et émotionnels) des consommateurs en situation fictive. Ce travail, réalisé à la demande du Conseil national de l’alimentation, suggère que les consommateurs forment des représentations mentales différentes selon leur génération d’appartenance au moment des crises des années 1990 et donc que leurs réponses sont substantiellement différentes entre deux générations. Des pistes d’actions de communication sont présentées afin de favoriser l’adoption de mesures visant à restaurer la confiance et la consommation.

When consumers are made aware of an adverse event that could signal a future exposure to a health threat such as a deadly foodborne disease, they assess their exposure to the danger. Then they conceive a behavioral strategy. This strategy depends on their perception of their exposure. If they decide to suspend their consumption of the incriminated food category, they expect the authorities to address the public about their action plan to restore trust in the food category. The author explores the cognitive scheme of the consumers facing a hypothetical such life-threatening context. The results demonstrate that generations, defined from their status during the last BSE crisis in the late 90s, follow significantly different mental path. Several communication strategies are suggested to restore consumers’ trust.

**Mots-clés** : Attente des consommateurs - Cadrage mental - Cartes cognitives - Effet de génération - Événement à risque - Porte-parole

**Keywords** : Cognitive maps - Consumer’s expectation - Framing effect - Generation effect - Health-threatening event - Spokesperson

JANDHYALA S.
(GERTZ G., JANDHYALA S., SKOVGAARD POULSEN L. N.)

**Legalization, Diplomacy, and Development: Do Investment Treaties De-politicize Investment Disputes?**
*World Development, n° 107, 2018, pp. 239-252*

The United States government often involves itself in foreign investment disputes. While high-level diplomacy is common, explicit sanctions and threats are rare. Investment treaties have no effect on the likelihood of diplomatic intervention. There is no empirical support that US treaties ‘de-politicize’ investment disputes.

**Keywords** : Diplomacy - Foreign Investment - Investment Appraisal - Legalization - Multinational Corporations - Treaty

JENKINS A.

**Understanding and Managing Intractable Conflicts: A Critical Assessment of the "Systems Dynamics" Approach**
*Négociations, vol. 2018, n° 1, 2018, pp. 39-58*

L'article donne une analyse critique des travaux de Peter Coleman qui cherchent
à avancer notre compréhension et gestion des conflits chroniques (ou, en anglais, « intractable »).

This article analyzes critically the "systems dynamics" perspective on intractable conflicts (concerning both their explanation and their management) developed by Peter Coleman.

**Mots-clés :** Chronique - Conflit - Systémique

**Keywords:** Conflict - Intractability - Systemic

LEPOUTRE J.
(LEPOUTRE J., OGUNTOYE A.)
The (Non-)Emergence of Mobile Money Systems in Sub-Saharan Africa: A Comparative Multilevel Perspective of Kenya and Nigeria

Technological Forecasting and Social Change, vol. 131, 2018,
doi: 10.1016/j.techfore.2017.11.010

Nous faisons une comparaison du développement des écosystèmes de mobile money en Kenya (haut) et Nigeria (bas). L’émergence d’un écosystème mobile money dépend d’externalités de réseaux des usagers et réseaux d’agents. En Kenya, le contexte facilitait une émergence rapide d’une masse critique d’usagers et réseaux d’agents. Le contexte en Nigeria était tel que les régulateurs devaient exiger que les réseaux d’usagers et agents se développent de “scratch”. Le développement du système mobile money en Nigeria n’est peut-être pas encore un échec, mais nécessite plus de temps pour atteindre une masse critique. We compare the mobile money ecosystem development between Kenya (high) and Nigeria (low). Mobile money ecosystem emergence depends on network externalities of user and agent networks. In Kenya, conditions were such that a critical mass of fragmented user and agent networks could be quickly reached. The Nigerian conditions forced regulators to de facto require user networks to be developed from scratch by new actors. The Nigerian mobile money system may not be a failure, but requiring more time to reach critical mass.

**Mots-clés :** Innovation ecosystem - Mobile money - Multilevel perspective (MLP) - Network externalities - Sub-Saharan Africa

**Keywords:** Mobile Money - Multilevel Perspective (MLP) - Network Externalities - Sub-Saharan Africa

OPERTI E.
Tough on Criminal Wealth?
Exploring the Link between 5 Organized Crime’s Asset Confiscation and Regional Entrepreneurship


Cet article aborde la question « Comment la lutte contre le crime organisé affecte-t-elle l’entrepreneuriat régional? » Nous nous concentrons sur la confiscation d’actifs en relation avec les liens présumés de leurs propriétaires avec le crime organisé, une mesure politique très controversée contre le crime organisé. Prolongeant le travail sur les institutions et l’entrepreneuriat régional, nous proposons que la confiscation ait des effets contrastés sur les entrées régionales. D’une part, la confiscation des actifs économiques associés aux activités légitimes des organisations criminelles dans une région réduit la concurrence et déclenche le renouvellement, favorisant de nouvelles entrées. D’un autre côté, la saisie des organisations criminelles. This paper addresses the question “How does the fight against organized crime affect regional entrepreneurship?” We focus on asset confiscation in relation to alleged connections of their owners with organized crime, a highly debated policy measure against organized crime. Extending work on institutions and regional entrepreneurship, we propose...
that confiscation has contrasting effects on regional entries. On the one hand, confiscation of economic assets associated with criminal organizations’ legitimate activities in a region reduces competition and triggers renewal, fostering new entries. On the other hand, seizure of criminal organizations’ operational assets weakens their ability to exercise sovereignty, creating an institutional vacuum that lowers founding rates. Our results, based on a longitudinal study of Italian provinces between 2009 and 2013, provide support for both hypotheses. We also find that the negative effect associated with the confiscation of operational assets is mitigated when local governments have policies facilitating asset redeployment.

Keywords: Entreprenariat - Institutions

OPERTI E., SGOUREV S.
From Montagues To Capulets?
Analyzing the Systemic Nature of Rivalry in Career Mobility

The paper proposes a systemic theory of rivalry that addresses a key limitation of past research by articulating how rivalry spreads across levels of analysis and between social domains. Shifting the perspective from what rivalry does to what it prevents from doing, we conceptualize rivalry as a system of relational constraints that extends beyond the level of direct rivals. Using qualitative and quantitative data on the mobility of jockeys in the Palio di Siena (1743-2011), the famous horse race in Siena, Italy, we document relational gaps in the mobility network – career moves that do not occur, even if expected on economic grounds. The analysis shows that rivalry constrains not only the moves to rivals but also to allies of rivals and rivals of allies. The effect becomes stronger over time, attesting that relational constraints persist in developed markets. Our fieldwork reveals that the constraining ability of rivalry is based on conformity to expectations of loyalty and adherence to group identities. The observed relational gaps are pertinent not only to scholarship on rivalry but also to mobility and network research.

Keywords: Interorganizational Linkages - Network Analysis - Organization and Management Theory - Organizational Behavior - Research Design - Research Methods - Social Network - Team Processes

PERETTI J.-M.
(FRIMOUSSE S., PERETTI J.-M.)
Comment développer la capacité de transformation d’une entreprise
Question(s) de Management, n° 21, 2018, pp. 157-158

La capacité de transformation, entendue comme la capacité qu'ont les personnes, les groupes internes et les parties prenantes de modifier leurs cadres et modèles mentaux de référence, constitue une capacité organisationnelle clef. Quarante dirigeants et enseignants-chercheurs proposent des pistes pour la développer.

Keywords: Changement - Transformation

PERETTI J.-M.
(FRIMOUSSE S., PERETTI J.-M.)
Comment l’entreprise peut-elle répondre à l’exigence croissante de respect qui se manifeste tant en son sein qu’à son égard ?
Question(s) de Management, n° 22, 2018, pp. 157-168

Le manque de respect perçu limite la fidélisation et l’engagement des salariés comme des consommateurs; l’exigence croissante de respect nécessite de mettre en place une culture organisationnelle reposant sur cette valeur. Quinze dirigeants et enseignants-chercheurs
répondent à la question: « Comment l’entreprise peut-elle répondre à l’exigence croissante de respect qui se manifeste tant en son sein qu’à son égard ? ».

PERETTI J.-M.
Etat de la recherche sur la transformation organisationnelle

PERETTI J.-M.
Fonction RH des années 2020 : quelle place pour l’innovation sociale ?
*Personnel*, n° 590, 2018

PERETTI J.-M.
La construction du sens au travail "sensemaking" versus "brown-out"
*Ressources Humaines & Management*, vol. 4, n° 69, 2018, pp. 44-45

Les entreprises sont confrontées au risque croissant du brown-out, cette pathologie vécue par un salarié qui ne comprend pas le sens de son travail. Pour favoriser l’appropriation du travail et lutter contre la perte de sens, les DRH peuvent s’appuyer sur les recherches portant sur le "Sense Making".

Companies are faced with the growing risk of brown-out, a pathology experienced by an employee who does not understand the meaning of his work. To promote the appropriation of work and fight against the loss of meaning, HRD can rely on research on the "Sense Making".

Mots-clés : Bien-être - DRH - Pathologie
Keywords: HRD - Pathology - Well Being

PERETTI J.-M.
Le DRH et les Slasheurs
*Personnel*, vol. 2, n° 585, 2018, pp. 66-67

Le Slasheur ainsi nommé par référence à la barre oblique du et/ou appelée slash en anglais, exerce différentes fonctions en parallèle.
The Slasher, so named by reference to the sign “/” on the keyboard (slash), which separates their various professional activities.

RAMASWAMI A.
(DUST S. B., RODE J. C., ARTHAUD-DAY M. L., HOWES S. S., RAMASWAMI A.)
Managing the Self-Esteem, Employment Gaps, and Employment Quality Process: The Role of Facilitation- and Understanding-Based Emotional Intelligence
*Journal of Organizational Behavior*, vol. 39, n° 5, 2018, pp. 680-693

The job search literature addresses characteristics that facilitate reemployment but does not address the management of employment gaps. Building upon prior job search research, we suggest that facilitation-based emotional intelligence reduces employment gaps through self-esteem. Further, understanding-based emotional intelligence moderates the negative relationship between employment gaps and subsequent employment fit. We test these hypotheses employing a multiwave data collection of 157 workers. At Time 1, undergraduate students completed a measure of self-esteem and a test of facilitation- and understanding-based emotional intelligence using the Mayer–Salovey–Caruso Emotional Intelligence Test© V2.0. Ten years later (Time 2), the same individuals reported their employment gaps, person–organization fit, and person–job fit. Findings suggest that facilitation-based emotional intelligence is associated with higher self-esteem, which in turn leads to reduced employment gaps. Additionally, understanding-based emotional intelligence moderates the relationship...
between employment gaps and person-job fit such that low understanding-based emotional intelligence enhances the negative relationship and high understanding-based emotional intelligence neutralizes the relationship. This study contributes to the emotional intelligence, career management, and job search literatures by illustrating that emotional intelligence plays a role in preventing employment gaps and managing the difficulties associated with subsequent reemployment. **Keywords**: Emotional Intelligence - Employment Gaps - Person-Job Fit - Person-Organization Fit - Self-Esteem

SGOUREV S.
Strange Bedfellows: Art and Finance or the Monet-ization of Art
Research in the Sociology of Organizations, vol. 55, n° 1, 2018, pp. 73-101

The process of commercialization of art is often referred to as “monetization,” denoting the use of art as an investment class. I discuss the reverse mechanism, defined as “Monet-ization,” where investment is overlaid with artistic value, and unproven art is imbued with aesthetic qualities. This mechanism is derived from a historical overview of key periods in the history of art, such as the flourishing of new genres in early 17th century Dutch art and the rise of Modern art in the early 20th century. An analysis of original data on the leading art collectors in the world in the period 1990–2015 highlights the tendency for collectors with an “investor” profile and eclectic taste to buy contemporary art. Combining artworks from diverse periods and styles, eclectic personal collections contribute to the conversion of economic into aesthetic value by way of spill-overs across genres and to the attribution by association of “old” value to “new” art. The “Monet-ization” process helps elucidate how paradigm shifts occur in the art world and how innovation survives under conditions of insufficient demand. **Keywords**: Art collectors - Art market - Eclecticism - Evaluation - Finance - Investment

STRAUSS K.
(STRAUSS K., PARKER S. K.)
Intervening to Enhance Proactivity in Organizations: Improving the Present or Changing the Future

A growing body of evidence has linked proactivity at work to positive outcomes. Yet little research to date has investigated whether employees’ proactive behavior in organizations can be facilitated through training and development. Nor has research considered which variables shape employees’ responses to such interventions. We investigate the effects on proactivity of two theoretically distinct training and development interventions in a randomized field experiment with police officers and police support staff (N = 112). We hypothesized that a problem-focused intervention, which made discrepancies between the status quo and the ideal present more salient, would lead to increases in individual task proactivity, whereas a vision-focused intervention, which made discrepancies between the status quo and an ideal future more salient, would increase organization member proactivity. Intervention effects were moderated by role overload and future orientation, respectively. Only individuals with high levels of role overload increased their individual task proactivity as a result of the problem-focused intervention, and only individuals high in future orientation increased their organization member proactivity as a result of the vision-focused intervention. Our study integrates different cybernetic perspectives on how proactivity is
motivated and provides novel insights into moderators of interventions designed to capture these different mechanisms. From a practical perspective, our study supports organizations seeking to implement training and development interventions and helps them to determine who might benefit most from interventions.

THÉVENET M.
Développer ses talents, ça s’apprend !
La Lettre du Cadre Territorial, n° 516, 2018, pp. 44-45
Le développement de performances au dessus de la moyenne n’a que peu à voir avec des qualités naturelles, innées, d’un individu. Above-average performance development has little to do with the natural, innate qualities of an individual.

Mots-clés : Individu - Performance - Qualité

Keywords: Individual - Performance - Quality

THÉVENET M.
La banalité du quotidien managérial
Vous faire rêver en vous demandant d’inspirer votre management des grands gestes d’hommes et de femmes exceptionnels, dans des circonstances qui le sont tout autant, risque de n’avoir qu’un effet : rendre le décalage avec votre quotidien encore plus dur. Dreaming that you are inspired to inspire your management of the great gestures of exceptional men and women, in circumstances that are just as important, may have only one effect: make the shift with your daily life even harder.

Mots-clés : Banalité - Managérial - Quotidien

Keywords: Banality - Everyday - Managerial

WORKIEWICZ M. (WORKIEWICZ M., LEVINTHAL D.-A.)
When Two Bosses Are Better than One: Decomposable Systems and Organizational Adaptation
Organization Science, vol. 29, n° 2, 2018, pp. 207-224
Organizations, as is true with social systems more generally, tend to be nearly, not fully, decomposable. However, analyses of nearly decomposable systems have tended to be at a single level of analysis and have generally neglected the vertical element of nearly decomposable systems. Critical to Simon’s notion of nearly decomposable systems is the property that the details of a particular sub-problem may be encapsulated and captured by more aggregate parameters and that those sub-problems interact in an aggregate way. We explore these issues in reference to the role of three canonical organizational structures in facilitating adaptation in the presence of near decomposability: a traditional hierarchy in which a subordinate reports to a single boss, an autonomous form in which the subordinate does not have a direct reporting relationship, and a multi-authority structure in which the subordinate reports to multiple bosses. Despite the ubiquity and potential benefits of multi-authority structures in coordinating highly interdependent tasks, our understanding of the mechanisms that determine the performance of those structures is still relatively modest. Scholars have noted conflicting empirical findings and have called for a more rigorous approach to study these organizational forms. To help address these issues, we develop an agent-based computational model that compares the performance of these three canonical types of organizational forms in settings
characterized by different degrees of complexity and near decomposability.

YONG K. (YONG K., MANNUCCI V.)
The Differential Impact of Knowledge Depth and Knowledge Breadth on Creativity over Individual Careers
_Academy of Management Journal_, vol. 61, n° 5, 2018, doi: 10.5465/amj.2016.0529

While usually argued to be fostering creativity, the effect of knowledge depth and breadth on creativity is actually mixed. We take a dynamic approach to the knowledge-creativity relationship and argue that the effect of knowledge depth and knowledge breadth is likely to be contingent on career age. We propose that individuals' knowledge structures become increasingly rigid as career age grows and that because of this, knowledge depth and breadth have different effects on creativity at different points of the career. More specifically, we hypothesize that knowledge depth is more beneficial for creativity in earlier stages of one's career, when creators need to increase the complexity of knowledge structures, while knowledge breadth is more beneficial in later stages, when flexibility is most needed. We test and find support for our hypotheses in a longitudinal study set in the context of the Hollywood animation industry, a setting characterized by the presence of a variety of creators involved in knowledge-intensive activities. Theoretical and practical implications of the results are discussed.

**Keywords:** Careers - Creativity - Knowledge

Communications publiées dans des actes de conférence/Articles published in conference proceedings

CERDIN J.-L. (SHARMA K., CERDIN J.-L.)
Capitalizing on Differences: Dynamic Capabilities-Based Global Talent Management Strategies for Managing Heterogeneous Global Talent
_in: Proceedings of EURAM18: Research in Action – Accelerating Knowledge Creation in Management European Academy of Management (EURAM): Reykjavik (Iceland), 2018_

WLB and the Family Decision Amongst African Female Migrants

In this paper we use an exploratory, qualitative study of African female migrants' integration in France to explore the motives of family-planning decision-making in relation to employment and their search of a good Work-life balance (WLB). The life stories of nineteen African female migrants highlight their aspirations to successful socio-professional integration in the country of adoption, versus pressure from the traditions of their country of origin, on their decision to have children. We identify generational differences and note in particular the moderating effect of religion and culture. Qualifications also matter. Five profile types emerge from this exploratory study: the ‘traditionalists’ who conform to religion and customs in their family-planning decision-making; the ‘religious’ who put religion first over
cultural considerations; the 'conservatives' who act as guardians of traditional cultural values; the 'liberals' who have freed themselves from the constraints of both religion and tradition; and the 'chameleons' who adopt a situational opportunistic flexibility. We explore the potential implications for themselves and their managers.

DONADA C.
(CHEN Y., CHOWDHURY S., DONADA C., PEREZ Y.)
Mirroring Hypothesis and Integrality: Evidence from Tesla Motors
Viewing the relationship between vertical integration and product architecture (integrality and modularity) as the “mirroring” hypothesis, we examine the case of Tesla Motors. Besides dedicating an idiosyncratic architecture to battery issues and customers’ range anxiety, Tesla tailors its organization and strategy for anchoring with key stakeholders in the larger EV ecosystem that comprises charging stations, mobility services, IT, and energy providers. Our preliminary analysis demonstrates that, by and large, Tesla pursues a high degree of integrality in product architecture, and thus employs significant vertical integration. Such congruence offers initial support for the mirroring hypothesis in the electric vehicle industry.

PERETTI J.-M.
Diversité et trajectoires professionnelles
in: 20ème Université de Printemps de l’Audit Social et 2èmes Rencontres Internationales de Recherche en Management au Service de l’Économie Insulaire (RIRMSEI)

PERETTI J.-M.
(IGALENS J., PERETTI J.-M.)
L’apport de l’audit social pour promouvoir une croissance économique soutenue, partagée et durable et un travail décent pour tous
in: Actes de la 36ème Université de l’Audit Social/ 14èmes Rencontres Internationales de la diversité

Communications présentées dans des conférences/Conference presentations

BIBARD L.
La Fin de l’Histoire, déjà et pas encore : la douleur du presque accompli
Brussels (Belgium), 2018, Europe Kojève 2018, 7 June 2018

BIBARD L.
L’action et la pensée selon Kojève et Strauss, et la question des genres
Brussels (Belgium), 2018, Europe Kojève 2018, 7 June 2018

BOUCHIKHI H.
(BOUCHIKHI H., KIMBERLY J.)
Managing Identity in the Information Age: New Demands Create New Challenges
University of Ljubljana: Gozd Martuljek (Slovenia), 2018, 20th Symposium of the International Corporate Identity Group, 6 June 2018
CAVARRETTA F.

Epistemic Properties of Theories of Action
Audencia Nantes School of Management & EMAC: Paris (France), 2018, 3rd Abbé Grégoire Innovation Days, 3 April 2018

CAVARRETTA F.

(CAVARRETTA F., HANNAH S. T., PICCOLO R. F., UHL-BIEN M.)
Leadership Beyond the Tipping Point: Towards Discovery of Inversions in LMX Effects
LMU / University of Munich: Munich (Germany), 2018 Workshop on Abductive Reasoning and the Role of Academy of Management Discoveries, 16 July 2018

CAVARRETTA F.

What If We Took Simon Seriously? Epistemic Properties of Entrepreneurs’ Theories of Action
Queensland University of Technology (QUT): Brisbane (Australia), 2018 Australian Centre for Entrepreneurship Research Exchange (ACERE), 7 February 2018 & Bond University: Edinburgh (UK), 2018 Research in Management Learning and Education (RMLE) Unconference, 2 July 2018 & European Group for Organizational Studies (EGOS): Tallinn (Estonia), 34th EGOS Colloquium, 5-7 July 2018

CERDIN J.-L.

(LAZAROVA M., DICKMANN M., DIMITROVA M., BREWSTER C., CERDIN J.-L.)
Expatriation Success in an Inter-Governmental Organization: Career Outcomes in Easy and Hardship Duty Stations
Universidad Carlos III: Madrid (Spain), 15th International Human Resource Management Conference (IHRM), 13-15 June 2018

CHAI S.

(CHAI S., FREEMAN R.)
Knowledge Spillover and Collaboration through Temporary Colocation
McGill University: Montreal (Canada), 2018 Distances in Organizations Workshop, 11 May 2018

CHAI S.

(CHAI S., DOSHI A., SILVESTRI L.)
Learning from and Forgetting Successes and Failures (Symposium)
Academy of Management (AOM): Chicago (U.S.A., 78th Academy of Management Annual Meeting, 10-14 August 2018

CHAI S.

(CHAI S., DOSHI A., SILVESTRI L.)
Negotiating the Meaning of Catastrophic Innovation Failure
University of Washington: Seattle (U.S.A.), 16th Annual West Coast Research Symposium, 13 September 2018
CHAI S.
Problem Formulation and Near Misses
New York University: New York City (U.S.A.), 2018 Open Innovation Conference NYU, 6 August 2018

CHATTERJEE A.
(CHATTERJEE A., SUNASIR D., HAYAGREEVA R.)
Fields of Contention: Challengers, Incumbents, and the Use of Boss-napping in Bengal
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

CHATTERJEE A.
(CHATTERJEE A., DUTTA S., ROA H.)
Putting Strategy into Strategic Action Fields: Political Parties and the Use of Gherao in Bengal
Strategic Management Society (SMS): Paris (France), 2018 Strategic Management Society Annual Conference, 22 September 2018

DONADA C.
(CHEN Y., CHOWDHURY S; DONADA C.; PEREZ, Y)
Mirroring Hypothesis and Integrality: Evidence from Tesla Motors
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

DONADA C.
(DONADA C., MOTHE C.)
Organising Creativity for Innovation in Emerging Industries: What Lessons Can Be Learned from Skunkworks Projects?
University of Iceland: Reykjavic (Iceland), European Academy of Management (EURAM) Annual Conference, 19-22 June 2018

FOURCADET O.
Perceptions d’un événement par le consommateurs et leur jugement des mesures de lutte. Exercice d’anticipation dans le cas de dépistage positif d’animaux à l’Encéphalopathie Spongiforme Bovine (ESB)

FOURCADET O.
Secteur agroalimentaire : Il faut savoir quitter la table de jeu, au bon moment !
UniLaSalle: 2018, Faire face aux risques en agriculture : quels enjeux, quelles perspectives ?, 23 February 2018
GRÖSCHL S.
Interculturalism as a Means Toward Sustainable Tourism in Indigenous Islander Communities
Dublin Institute of Technology: Dublin (Ireland), 2018 European Council on Hotel, Restaurant & Institutional Education (EuroCHRIE), 7-9 November 2018

GRÖSCHL S.
(GRÖSCHL S., GABALDON P., HAHN T.)
Why Women Make It to Top Management: Paradoxical and Intuitive Thinking as Career Enablers
St John's University: New York (U.S.A.), 25th Anniversary International Vincentian Business Ethics Conference, 25-27 October 2018

HOANG M.
(HOANG H., PERKMANN M., DOWN S.)
Staying Close to the Parent: Employee Entrepreneurship and the Creation of Interdependent Ventures
Strategic Management Society (SMS): Paris (France), 38th Strategic Management Society (SMS) Annual Conference, 22-25 September 2018

JANDHYALA S.
Corporate Actors and Developmental Outcomes
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

JANDHYALA S.
( JANDHYALA S., BHATT H.)
How “Developmental” Are Developmental Banks? Multilateral Development Banks as Intermediaries in Electricity Generation Projects in India
Strategic Management Society (SMS): Paris (France), 38th Strategic Management Society (SMS) Annual Conference, 22-25 September 2018

JANDHYALA S.
Managing Political Risk – a Role for Multilateral Development Banks in Private Infrastructure Projects
Princeton University: Princeton (U.S.A.), Global Order and International Society Workshop, Global Order and International Society Workshop, Fung Global Fellows Program, 26-27 April 2018

JANDHYALA S.
Managing the Public-Private Interface – a Role for International Organizations
Graduate Institute of International and Development Studies: Geneva (Switzerland), International Conference on Blended Development Finance and the New Industrial Policy, 8-9 November 2018

JANDHYALA S.
( JANDHYALA S., GERTZ G., POULSEN L.)
Opening the Black Box of Commercial Diplomacy: Home Country Influence in Foreign Investment Disputes
University of South Carolina: Columbia (U.S.A.), 2018 Frontiers in International Business Symposium, 1 February 2018
JANDHYALA S.  
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Political Institutions and Firm Strategy  
Strategic Management Society (SMS): Madrid (Spain), 2018 SMS Madrid Extension Conference, 20 September 2018

JANDHYALA S.  
(Jandhyala S., Bhatt H.)  
Strategic Political Risk: The Case of Aggressive Bidding in Infrastructure Projects  
Strategic Management Society (SMS): Hyderabad (India), 2018 SMS Hyderabad Special Conference, 15-18 December 2018

LEPOUTRE J.  
(Valente M., LePoutre J., Zietsma C.)  
Corporate Social Action as a Firm-Fulfilling Prophecy  
Harvard Kennedy School: Boston (U.S.A.), 2018 HKS SICI Conference: Rethinking Cross-Sector Social Innovation, 6-7 April 2018

LEPOUTRE J.  
What We Know, and What We Would Want to Know, About the Changing Structure of the Vehicle and Mobility Ecosystem: Tracking the Connected, Autonomous, Shared, Electric Vehicle World  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

MELL J.  
(Mell J., DeChurch L., Contractor N., Leenders R.)  
Information Sharing and Performance in Multiteam Systems: The Role of Identity Asymmetries  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

MELL J.  
(Mell J., Ziani-Franclet Z.)  
When Having a High Purpose in Mind Helps People to Network  
International Network for Social Network Analysis (INSNA): Utrecht (Netherlands), 38th Sunbelt Conference, 26 June-1 July 2018

METIU A.  
(Mukerjee J., Metiu A.)  
True Play and Hard Work  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

NESTOROVIC C.  
Institute of Social Sciences of Belgrade: Belgrade (Serbia), 2018 Relational Studies on Global Conflict: Toward a New Approach to Contemporary Crisis, 21 December 2018
OPERTI E.  
(KUMAR A., OPERTI E., UOTILA J.)  
From Nokia to Slush: Incumbent Firms’ Decline and the Emergence of Entrepreneurial Ecosystems  
Strategic Management Society (SMS): Paris (France), 38th Strategic Management Society (SMS) Annual Conference, 22-25 September 2018

OPERTI E., SGOUREV S.  
(LAMPRONTI S. Y., OPERTI E., SGOUREV S.)  
Relational-Cognitive Differences in Gendered Response to Rivalry  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

OPERTI E., SGOUREV S.  
(LAMPRONTI S. Y., OPERTI E., SGOUREV S.)  
Rivalry Flips the Script: Relational-Cognitive Differences in Gendered Response to Rivalry  
LINKS Center for Social Network Analysis: Lexington (U.S.A.), 2018 Intra-Organizational Network Conference (ION), 5-6 April 2018

Workshop on Hybrid Organizations, 1 May 2018

OPERTI E., SGOUREV S.  
(LAMPRONTI S. Y., OPERTI E., SGOUREV S.)  
The Dynamic Capability of Juggling Logics: Studying the Oldest hybrid in the world  
European Group for Organizational Studies (EGOS): Tallinn (Estonia), 34th EGOS Colloquium, 5-7 July 2018

OPERTI E., SGOUREV S.  
(LAMPRONTI S. Y., OPERTI E., SGOUREV S.)  
The Innovate or Die Myth  
INSEAD Business School: Fontainbleau (France), 2018 Doriot INSEAD Entrepreneurship Conference, 31 August 2018

PERETTI J.-M.  
(PERETTI J.-M., PETIT M.)  
Intégrer équitablement et durablement les RH pour garantir l’égalité des chances  
IAS/ AGRH/ CAEI/ AFMD/ KEDGE DAKAR: Dakar (Senegal), 2018, 36ème Université de l’Audit Social/14èmes Rencontres Internationales de la diversité, 12-14 December 2018

PERETTI J.-M.  
(BLA B., PERETTI J.-M.)  
L’Identification des compétences développées par les « brouteurs » (cybercriminels) d’Abidjan comme ressources mobilisables dans l’économie formelle  
IAS/ AGRH/ CAEI/ AFMD/ KEDGE DAKAR: Dakar (Senegal), 2018, 36ème Université de l’Audit Social/14èmes Rencontres Internationales de la diversité, 12-14 December 2018
PERETTI J.-M.
(MORETTI R., PERETTI J.-M.)
La fidélité organisationnelle des agents employables au sein de la Fonction Publique Territoriale : le rôle du sentiment d’efficacité personnelle
Association Francophone de Gestion des Ressources Humaines (AGRH): Lyon (France), 29ème Congrès AGRH 20, 29-30 October 2018

PERETTI J.-M.
La transformation digitale de la fonction ressources humaines : quels enjeux ?
Association des professionnels de Côte d’Ivoire: Abidjan (Côte d’Ivoire), 2018, 8ème édition de l’Université des Ressources humaines, 30 August 2018

RAMASWAMI A.
(SIVASUBRAMANIAM N., RAMASWAMI A., KUMAR S., KOTHARI T.)
Building and Strengthening Research Collaborations in India
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

SGOUREV S.
How Oil Paint Transmuted Art: Material Practice, Evaluation and Professional Identity
University of Edinburgh Business School: Edinburgh (UK), 2018 Creative Industries Annual Conference, 25 June 2018

SGOUREV S.
Quantitative Analysis Of Relational Data in Art: Possibilities And Challenges
Universität Wien: Vienne (Austria), 2018 Exhibition Databases: Modern European Painting 1905-1915, 14 June 2018

SGOUREV S.
The Bifurcation of the Art Market. Precedents and Consequences
TIAMSA: Vienne (Austria), 2018, The International Art Market Studies Association Annual Conference, 27 September 2018

SOM A.
Shaping the Next Wave of Globalization: The Case of TASAKI
Global Business and Technology Association: Bangkok (Thailand), 2018, GBATA 2018 - 20th Annual International Conference, 2 July 2018

SOM A.
Wearable Technologies, Sustainability and Luxury Brands: The Case of Vacheron Constantin
Global Alliance of Marketing and Management Association: Tokyo (Japan), 2018, Bridging Asia and the World: Searching for Academic Excellence and Best Practice in Marketing and Management, 29 July 2018

SGOUREV S.
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STRAUSS K.  
(KELLY C., STRAUSS K., ARNOLD J.)  
The Role of Serious Leisure in Creating Ressources for a Subsustainable Career  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

STRAUSS K.  
(GEORGE M., STRAUSS K.)  
The Self Left at Home: How Hypothetical Home Selves Influence Expatriates  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

WORKIEWICZ M.  
(KETKAR H., WORKIEWICZ M.)  
Project Screening and Resource Allocation in Bossless Organizations  

WORKIEWICZ M.  
(WORKIEWICZ M., BERGENHOLZ C., MARENGO L.)  
Using Computational Models in Behavioral Strategy Research  
Academy of Management (AOM): Chicago (U.S.A.), 78th Academy of Management Annual Meeting, 10-14 August 2018

YAKUBOVICH V.  
(YAKUBOVICH V., GALPERIN R., EL MANSOURI M.)  
Timing Is Money: Continuous Employment in the Gig Economy  
MIT: Boston (U.S.A.), 2018 Toward New Theories of Employment Relations, 12 May 2018

YAKUBOVICH V.  
(YAKUBOVICH V., GALPERIN R., EL MANSOURI M.)  
Timing Is Money: Continuous Employment in the Gig Economy  
European Group for Organizational Studies (EGOS): Tallinn (Estonia), 34th EGOS Colloquium, 5-7 July 2018 & American Sociological Association (ASA): Philadelphia (U.S.A.), 2018 Annual Meeting of the American Sociological Association, 10 August 2018

Article de presse/Press article

YONG K.  
Leveraging Artificial Intelligence for Enterprise Innovation  
ESSEC Knowledge, septembre 2018

Document de recherche/Working paper

CERDIN J.-L.  
(BREWSTER C., ROMBOARISON-LALAO L., CERDIN J.-L.)  
Theorizing Career Success for Low Status Migrants  
Discussion Paper Number: JHD-2018-02, Henley Business School
Participations à des comités de lecture/Editorial Board memberships

**BARTHÉLÉMY J.**
*Revue Française de Gestion*  
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*Gérer et Comprendre*

**BERNARD A.**
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**BOUCHIKHI H.**
*Gérer et Comprendre*

**CERDIN J.-L.**
*Cross Cultural Management: An International Journal*  
*Gestion 2000*  
*Human Resource Management Journal*  
*Human Resource Management Review*  
*International Journal of Human Resource Management*  
*Journal of Global Mobility: The Home of Expatriate Management Research*  
*Journal of Managerial Psychology*  
*Journal of World Business*  
*Management Question(s) de Management*  
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*Revue de Gestion des Ressources Humaines*  
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**CHATTERJEE A.**
*Administrative Science Quarterly*

**DONADA C.**
*Gérer et Comprendre*  
*International Journal of Automotive Technology and Management*

**GRÖSCHL S.**
*Advances in Hospitality and Tourism Research*  
*Diversitas*  
*Equality, Diversity and Inclusion*  
*International Journal of Hospitality and Tourism Administration*  
*Vision: The Journal of Business Perspective*

**HOANG H.**
*Academy of Management Review*  
*Organization Science*  
*Organisation Studies*  
*Strategic Entrepreneurship Journal*  
*Strategic Management Journal*

**JANDHYALA S.**
*Global Strategy Journal*

**METIU A.**
*Organization Science*  
*Organisation Studies*

**PERETTI J.-M.**
*@GRH*  
*Question(s) de Management*  
*Recherches en Sciences de Gestion*  
*RIMHE - Revue Interdisciplinaire Management, Homme et Entreprise*

**SOM A.**
*Luxury Research Journal*

**STRAUSS K.**
*British Journal of Management*  
*Journal of Applied Psychology*  
*Journal of Management*  
*Journal of Occupational and Organizational Psychology*
THÉVENET M.
@GRH
Question(s) de Management
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YAKUBOVICH V.
Organization Science

YONG K.
Small Group Research
Participation à des ouvrages collectifs/Book chapters

DION D.
(DION D., ARNOULD E.)
Brand Charismatic Legitimacy and Marketing of Adoration
in: The Management of Luxury
Berghaus B., Müller-Stewens G., Reinecke s. (eds.)
Kogan Page Ltd: 2018, chap. 13

DION D.
(ARNOULD E., CAYLA J., DION D.)
Fetish, Magic, Marketing
in: Magical Capitalism: Enchantment, Spells, and Occult Practices in Contemporary Economies
Moeran B., de Waal Malefyt T. (eds.)
Palgrave Macmillan: Cham (Switzerland), 2018, chap. 5, pp. 115-136

GLADY N.
La complexité dans la modélisation de l’activité client
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)

ÖNÇÜLER A.
Comportement décisionnel : intuition vs pensée analytique
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 10, pp. 173-186

Articles dans des revues/Journal articles

BEMMAOR A.
(BEMMAOR A. C., ZHENG L.)
The Diffusion of Mobile Social Networking: Further Study
Une étude de Scaglione, Giovannetti et Hamoudia (2015), fondée sur les modèles de diffusion de Bass et de Bemmaor et portant sur le nombre d’utilisateurs uniques et actifs des réseaux sociaux dans quatre pays du G7, a montré que la répartition des durées entre la date du lancement et la date d’adoption est plutôt pentue sur la gauche. Réanalysant les données et étendant l’étude à deux autres pays, les auteurs montrent au contraire que la distribution a tendance à être pentue sur la droite, indiquant ainsi une forte proportion de retardataires dans la population d’utilisateurs potentiels.

A study by Scaglione, Giovannetti and Hamoudia (2015) based on the Bass and Bemmaor diffusion models showed that the distribution of the times to adoption of mobile social networking in four G7 countries was skewed to the left in most cases. Reanalyzing the data and extending the study to two additional countries, the authors show that the skewness tends to be to the right, thereby indicating a large proportion of laggards in the population of potential users.

Mots-clés: Chasm - Modèle de Bass - Modèle Gamma/Gompertz avec dérive - Pente
Keywords: Bass Model - Chasm - Gamma/Shifted Gompertz - Skew
BUTORI R., LE NAGARD E. 
(DE CAMPOS RIBEIRO G., BUTORI R., LE NAGARD-ASSAYAG E.)
The Determinants of Approval of Online Consumer Revenge 
L’Internet est un outil particulièrement puissant pour diffuser des messages vindicatifs de clients très insatisfaits qui souhaitent nuire à la réputation des entreprises. Cet article vise à identifier les déterminants de l’approbation par un tiers d’un message vindicatif en ligne et à évaluer l’impact de cette approbation sur leur intention de transmettre le message à d’autres internautes. Nous conduisons trois études pour montrer que 1) l’approbation par le spectateur du message vindicatif explique son intention de le transmettre, 2) l’approbation du message n’est liée ni à l’équilibre entre le préjudice initial subi par la vengeance consommateur et les conséquences de sa vengeance sur l’entreprise, ni à la présence d’excuses; il est lié à l’empathie des consommateurs vis-à-vis du vengeur et leur attribution de la faute à l’entreprise ainsi que leur expérience d’achat précédente.

Because of its audience and ease of use, the Internet is a particularly powerful tool for spreading the vindictive messages of highly unsatisfied customers who wish to harm companies’ reputations. This article aims to identify the determinants of bystanders’ approval of an online vindictive message and to assess the impact of this approval on their intention to forward the message to other Internet users. We conduct three studies to show that 1) bystanders’ approval of the vindictive message explains their intention to forward it, 2) the approval of the message is related neither to the balance between the initial harm suffered by the avenging consumer and the consequences of his/her revenge on the company, nor to the presence of apologies from the company; rather it is related to bystander consumers’ empathy with the avenger and their attribution of blame to the company as well as their previous purchasing experience.

Mots-clés : Attribution de la faute - Bouche à oreille électronique - Empathie situationnelle - Insatisfaction - Vengeance du consommateur
Keywords: Attribution of Blame - Consumer Revenge - Online Word of Mouth - Situational empathy

DION D. 
(DUBREUIL C., DION D.)
Le spectacle de la douleur dans l’expérience : Une étude dans les stades de rugby 
Cette recherche s’attache à comprendre comment le spectacle de la douleur contribue à l’expérience des spectateurs. Reposant sur une approche abductive et une collecte de données mixte et longitudinale de trois ans dans les stades, ce travail identifie quatre fonctions du spectacle de la douleur, en détaille les modalités et la progressivité. Cette recherche sur les matchs de rugby contribue à la littérature sur l’expérience et sur la douleur. Premièrement, elle approfondit la compréhension de l’ambivalence des expériences. Elle montre que les dimensions négatives de l’expérience sont valorisées par un système moral et normatif. Deuxièmement, cette recherche contribue à approfondir les connaissances sur l’attrait de la douleur, en montrant son association à un contenu symbolique. Troisièmement, elle introduit le concept de domestication de la violence face à la douleur. Le spectacle de rugby s’inscrit dans une dialectique nature / culture, avec d’un côté une violence pseudo-primitive et de l’autre une sophistication de codes et de règles. Des recommandations managériales et...
des perspectives de recherche sont également présentées.

**Mots-clés :** Démarche abductive - Dimensions de l’expérience - Douleur - Expérience de consommation - Spectacle de la douleur - Violence

**LE NAGARD E.**
(BEZANÇON M., GUIOT D., LE NAGARD-ASSAYAG E.)
Le rôle de la contagion physique négative dans l’achat d’un produit d’occasion vendu en ligne

La perception d’une contagion physique négative a été identifiée dans la littérature comme un frein à l’achat de produits d’occasion dans un contexte hors ligne. Compte tenu du développement de l’achat d’occasion sur Internet, cet article étudie l’effet de la saillance du contact entre le propriétaire précédent et le produit sur l’achat de produits d’occasion en ligne. Une première expérimentation montre un effet de contagion physique négative sur l’intention d’achat, effet médiatisé par le risque perçu physique. Or, de nombreux acteurs de l’occasion sur Internet adoptent des stratégies de présentation visant à accentuer la similitude avec le neuf. Une deuxième expérimentation montre que la similitude avec un produit neuf permet de réduire ce risque perçu physique pour les individus non-experts de la catégorie de produits, tandis qu’elle dégrade la qualité perçue pour les experts. Dans les deux expérimentations menées, l’effet du dégoût, qui joue un rôle important dans les circuits de distribution physiques, s’avère non significatif.

The perception of a negative physical contagion has been identified in the literature as a negative motivation on the purchase of second-hand products online. This article looks at the effect of contact saliency between the previous owner and the product on the purchase of second-hand products online.

**Mots-clés :** Achat d’occasion - Contagion - Internet - Qualité perçue - Risque Perçu

**Keywords:** Contagion - Internet - Perceived Quality - Perceived Risk - Second-Hand Products

**McFARLAND R.**
(KAPTEIN M., McFARLAND R., PARVINEN P.)
*Automated Adaptive Selling*

This paper aims to develop and test a method of automating, for online retailers, the practice of adaptive selling, which is typically used by salespeople in face-to-face interactions. This method customizes persuasive messages for individual customers as they navigate a retailer’s website.

**Keywords:** Adaptive Selling - E-sellinge - ISTEA model - Online Retailing - Sales Influence Tactics

Communication publiée dans des actes de conférence/Article published in conference proceedings

**McFARLAND R.**
(KIM Y., McFARLAND R.)
*Feeling Versus Reasoning. The Significant Interaction Between Salespeople’s Influence Tactics and Customers’ Shopping Goals*
American Marketing Association (AMA): Boston (U.S.A.), 2018 AMA Summer Academic Conference 10 August 2018
An important question to retailers is which sales tactics should be used with customers under various shopping conditions, for example, different purchasing goals. Despite this interest, the literature remains largely silent in providing theoretical guidance on this issue (McFarland et al. 2006; Evans et al. 2012). To begin to address this research gap, we develop a theoretical framework on the interaction between sales influence tactics, the mechanism utilized by salespeople to persuade customers (Brown 1990; Spiro and Perreault 1979), and customer shopping goal specificity (e.g., “just looking around” or shopping for something specific). We use construal level theory (CLT) in guiding our framework. Using CLT, we link the level of abstractness or concreteness of thoughts due to different shopping goal specificity levels. Based on this, we predict that emotional influence tactics work best when customers have a non-specific goal and rational influence tactics work best with specific goals.

**Keywords:** Construal Level Theory - Frontline Salespeople - Sales Influence Tactics - Shopping Goal Specificity

Communications présentées dans des conférences/Conference presentations

**CHUNG T.**  
A Heuristic-analytic Perspective On The Helpfulness Of Online Consumer Reviews  
Institute for Operations Research and the Management Sciences (INFORMS): Taipei (Taiwan), 2018 INFORMS International Meeting, 17-20 June 2018

**DESMET P.**  
(WEYDERT V., DESMET P., LANCELOT-MILTGEN C.)  
Convincing Consumers to Share Personal Data: Money or Control?  
Bucharest University of Economic Studies: Bucarest (Romania), 3rd Emerging Trends in Marketing & Management, 27 September 2018

**DION D.**  
(BORRAZ S., DION D.)  
“Locked my Heart on the Bridge”: How Consumers Reify Love Relationships  
University of Southern Denmark: Odense (Denmark), 2018 Consumer Culture Theory Conference, 28 June 2018

**DION D.**  
(CAYLA J., BHATNAGAR K., FUSCHILLIO G., DION D.)  
The Dynamics of Recognition in Luxury Service Work  
University of Southern Denmark: Odense (Denmark), 2018 Consumer Culture Theory Conference, 28 June 2018

**GUPTA R.**  
(GUPTA R., CHANDRASEKARAN D., SEN S.)  
Let ‘em Eat Cake? The Influence of Psychological Distance on Consumer Attitudes towards Bottom of the Pyramid New Product Launches and Company Evaluations  
Academy of Marketing Science (AMS): Hyderabad (India), 2018 JAMS India Conference, 26-28 April 2018
GUPTA R.  
(GUPTA R., CHANDRASEKARAN D., SEN S.)  
Let 'em Eat Cake? The Influence of Psychological Distance on Consumer Attitudes towards Bottom-of-the-Pyramid New Product Launches and Company Evaluations  
North American Society for Marketing Education in India: Chennai (India), 12th Great Lakes Nasmei Conference 2018, 20 December 2018

McFARLAND R.  
Is It Personal or Just Business?: Examining the Use of Personal Appeals in Professional Buyer-Seller Relationships  
European Marketing Association and University of Strathclyde Glasgow: Glasgow (UK), 47th European Marketing Association Annual Conference (EMAC), 29 May-1 June 2018

McFARLAND R.  
(KIM Y., McFARLAND R.)  
The Bigger, the Better? The Influence of Store Spaciousness on the Salience of Product Attributes in Consumer Product Evaluations  
American Marketing Association (AMA): Boston (U.S.A.), 2018 AMA Summer Academic Conference, 10-12 August 2018

McFARLAND R., SEGGIE S.  
The Logic of Failure vs. Supply Chain Agility  

ÖNÇÜLER A., PROKOPEC S.  
(TALEBI A., PROKOPEC S., ÖNÇÜLER A.)  
Pain of Loss: How Losing in a Promotional Competition Influences Consumer Attitude  
Association for Consumer Research (ACR): ACR Conference 2018: Trust in Doubt? Consuming in a Post Trust World, Dallas (U.S.A.), 11-14 October 2018

PRAS B.  
(PLUNTZ C., PRAS B.)  
Quand Jean-Pierre Jeunet réalisa « Alien: Resurrection » … : l’impact de l’extension incongruence sur les légitimités de la marque humaine - application aux réalisateurs de films  
Association Française du Marketing: Strasbourg (France), 2018, 34ème Congrès International de l’Association Française du Marketing (AFM), 16 May 2018

PROKOPEC S.  
(TALEBI A., PROKOPEC S.)  
Big Discounts Might Backfire on Consumer Satisfaction  
European Marketing Academy (EMAC): Glasgow (UK), 29 May 2018

Documents de recherche/Working papers

LE NAGARD E.  
(LE NAGARD-ASSAYAG E., GUILLARD V.)  
L’impact de l’obsolescence perçue des biens durables sur la décision de remplacement et la destinée de l’objet remplacé  
WP Research Center 1801  
Cette recherche vise à comprendre, définir et mesurer l’obsolescence perçue
des objets dans le domaine des biens durables (OPP). Une étude qualitative auprès de 10 personnes suivie de trois études quantitatives auprès de 765 personnes ont permis de i) définir l’OPP comme la perception du consommateur qu’il existe un produit meilleur que le sien sur le marché ; ii) mesurer ses dimensions technologique, sociale, écologique, marchande et iii) comprendre ses antécédents et les conséquences sur l’intention de remplacer un produit, ainsi que sur la destinée de l’objet remplacé. Les résultats sont mis en perspective de la théorie ainsi que des implications sociétales et managériales.

**Mots-clés** : Biens durables, Décision de remplacement, Obsolescence perçue, Valeur perçue

**Participations à des comités de lecture/Editorial Board memberships**

**CHUNG T. S.**
*International Journal of Research in Marketing*

**DARMON R.-Y.**
*Arab Journal of Administrative Sciences Journal of Business Research Journal of Personal Selling and Sales Management*

**DE BRUYN A.**
*International Journal of Research in Marketing Journal of Interactive Marketing Recherche et Applications en Marketing*

**DESMET P.**
*Décisions Marketing Journal of Business Research Recherche et Applications en Marketing*

**DION D.**
*Décisions Marketing*

**International Journal of Research in Marketing Journal of Consumer Research Recherche et Applications en Marketing**

**LE NAGARD-ASSAYAG E.**
*Décisions Marketing*

**McFARLAND R.**
*Journal of Marketing Journal of Personal Selling & Sales Management Journal of Retailing*

**ÖNÇÜLER A.**
*Recherche et Applications en Marketing*

**PRAS B.**
*Décisions Marketing Recherche et Applications en Marketing Revue Française de Gestion*

**XUEREB J.-M.**
*International Journal of Business Excellence*
Management des Opérations
Operations Management
"All power to the imagination" is a famous slogan. This book confirms it is much more than just a slogan, showing how imagination can, in no uncertain way, be a reality. Some 40 outstanding personalities share their insights on their relationship with imagination in their respective fields of study. An astronaut, a philosopher, an environmental activist, a mathematician, an anthropologist, an actor, an astrophysicist, and even a singer — all share how they managed to unlock the power of their imagination to achieve extra-ordinary things.

This book is the collective work of men and women from wide-ranging backgrounds, each of whom has contributed to the advancement of our society, making this world more beautiful, just and humane through the power of their imagination. This is the first time an anthology has brought together the thoughts of such prestigious and world-renowned personalities. Through these unique, disruptive, powerful, energizing, often touching, and always very personal testimonies, this book seeks to offer inspiration for each and all of us, so that we too, can find the path to our own imagination. Whether French, Chinese, English, Swiss, Canadian, American, Irish, Belgian, Danish, Algerian or Singaporean, these 40 thought-leaders share their vision of imagination through their personal journey and experience. They do not try to show us the path we must take, but rather invite us to follow our own. The diversity of the backgrounds and expertise of these world-renowned experts is what gives this mosaic of inspirational texts its rich meaning, a diversity which serves to underline what all these journeys and experiences have in common: how essential imagination is in building the society of tomorrow.

**EL OUARDIGHI F.**  
(KOGAN K., EL OUARDIGHI F.)  
Production Control in a Competitive Environment with Incomplete Information  
in: New Trends in Emerging Complex Real Life Problems  
Daniele P., Scrimali L. (eds)  
Springer: Cham (Switzerland), 2018, pp. 321-329

We consider an industry consisting of a large number of firms producing substitutable products and engaged in a dynamic Cournot-type competition. The firms are able to reduce their marginal production costs by accumulating their own experience as well as the experience spillovers from other firms. In particular, firms accumulate production experience through proprietary learning, which, however, depreciates over time. We determine steady-state Nash equilibrium policies that are based on the assumption that the firms do not have precise information about each competitor and therefore are unable to respond to a specific firm's dynamics. The firms, however, do react to overall industry trends. We show that in such a case, though the information used for production control is incomplete, in the long run the firms tend to the output they would converge to under complete information. We also find that industry growth due to more firms entering the market results in decreasing long-run equilibrium output of each firm when the depreciation of experience is higher than the rate of spillovers. Otherwise, the opposite result can emerge, i.e., the steady-state output will grow.
**Keywords:** Control - Differential Games - Production - Quantity Competition

**PAPIER F.**
**Comment gérer la complexité de la supply chain**
in: *Complexité et organisations : faire face aux défis de demain*
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 13, pp. 217-228

**Articles dans des revues/Journal articles**

**DE GIOVANNI P.**
**A Feature Fatigue Supply Chain Game with Cooperative Programs and Ad-Hoc Facilitators**
*International Journal of Production Research*, vol. 9, n° 1, 2018, pp. 4166-4186

In this paper, we analyze a manufacturer’s decision to invest in technology to increase the number of product features and make its business more economically appealing. High number of features can lead to an overspecified product that entails a feature fatigue effect. More specifically, consumers show a decreasing willingness to purchase a good, due to its complexity. The manufacturer sells through a retailer, which in turn invests in some store facilitators efforts. The manufacturer can decrease the feature fatigue effect by implementing either a cooperative program or an ad-hoc facilitator. Our results reveal that the manufacturer, as the chain leader, makes decisions according to the program's efficiency, while considering the revenue sharing rule. When the share is low, the manufacturer’s decision is always based on efficiency; otherwise, high sharing parameters sponsor the implementation of an ad-hoc facilitator. We identify a region of parameters in which firms have divergent preferences, resulting that the feature fatigue mitigation is a short term objective. The results also reveal a trade-off between profits and feature fatigue. An ad-hoc facilitator guarantees large profits, even without fully solving the feature fatigue issue. Instead, a support program mitigates the feature fatigue effect, while worsening the firms' profits.

**Keywords:** Cooperative Programs - Facilitator - Feature Fatigue - Game Theory - Supply Chain Management - Technology Management

**DE GIOVANNI P.**
**A Joint Maximization Incentive in Closed-Loop Supply Chains with Competing Retailers: The Case of Spent-Battery Recycling**
*European Journal of Operational Research*, n° 268, 2018, pp. 128-147

In the battery sector, retailers can offer a joint maximization incentive to manufacturers to push up green activity program efforts and use the return rate as a marketing lever. Our results show that a joint maximization incentive always increases the manufacturers' investments in green efforts and profits. Nevertheless, it benefits retailers only in a few cases. Also, a joint maximization incentive allows a decentralized closed-loop supply chain to achieve the same level of social and environmental performance as a centralized one. Overall, a joint maximization incentive always allows the closed-loop supply chain to achieve the triple bottom line when retailers are economically better-off through its implementation. In the presence of competing retailers, a joint maximization incentive turns out to be more effective as it increases the chances to achieve the triple bottom line.
DE GIOVANNI P.  
(GENC T. S., DE GIOVANNI P.) 
Closed-Loop Supply Chain Games with Innovation-Led Lean Programs and Sustainability 

This paper studies the impact of some innovation-led lean programs in a Closed-loop Supply Chain (CLSC) setting. We use a game-theoretic approach to model a CLSC composed of one supplier and one manufacturer. The supplier sets the wholesale price of an intermediate product while the manufacturer sets the selling price of a final product. Further, the manufacturer invests in innovation-led lean practices to entail both a strategic effect and a process innovation effect. The strategic effect consists of responsiveness involving the CLSC’s capacity to properly respond to consumers’ needs and leading to increase in sales. Further, the strategic effect enhances sustainability as consumers align their behavior to the CLSC’s attitude of reducing the waste through lean, thus using their products for longer time period and entirely exhausting their residual value. Innovation-led lean practices also generate a process innovation effect, which consists of the marginal production cost abatement. Our findings indicate that lean practices leading to both strategic and process innovation are profitable for the manufacturer and sponsor sustainability. When only one of those can be presented, CLSCs should prefer the adoption of a strategic lean program. From its side, the supplier is much less sensitive to environmental benefits, thus it focuses on sales and operational matters. Furthermore, in a centralized CLSC, the preferences for strategic vs. process innovation lean follow the same path of the decentralized CLSC. Nevertheless, we pinpoint that the manufacturer in the decentralized CLSC has a larger incentive to adopt a strategic lean program than in the centralized CLSC. Also, the supplier always obtains larger economic benefits in the decentralized CLSC under any type of innovation-led lean program.

**Keywords:** Closed-Loop Supply Chain - Innovation-Led Lean - Process Innovation - Sustainability - Used-Product Returns - Vertical Integration

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DE GIOVANNI P.  
(PREEKER T., DE GIOVANNI P.) 
Coordinating Innovation Projects with High Tech Suppliers through Contracts 
*Research Policy*, vol. 6, n° 47, 2018, pp. 1161-1172

This paper investigates the supply chain (SC) management and innovation strategies with the purpose to identify: 1) which commercial contracts are suitable to coordinate SC innovation projects; 2) which motivations push SC members to adopt contracts to pursue innovation projects; and 3) how contractual clauses differ in different stages of the innovation process. A comparative case study among five High Tech (HT) companies in the Netherlands uncovers the motivations for adopting certain contracts over others. The findings illustrate that contracts discussed in the literature (sales-rebate, buy back, revenue sharing, etc.) successfully work for commercial agreements but not at all for coordinating joint innovation projects. Motivations for adopting these contracts do not limit to general company characteristics but also stretch from historical reasons to future strategies. The findings help HT companies to setting up the basis of a contract to coordinate joint innovation projects within SCs.
DE GIOVANNI P.
(DE GIOVANNI P., ZACCOUR G.)
Optimal Quality Improvements and Pricing Strategies with Active and Passive Product Returns
*Omega*, vol. 88, doi: 10.1016/j.omega.2018.09.007
A manufacturer invests in product quality to encourage consumers who have purchased in the past to substitute their current product version with a new release. Since price deters the adoption of an upgraded quality product, consumers evaluate both the quality improvements and the new release price before deciding whether to return a good. The returns can be either voluntary (passive returns) or dependent on the firm’s controls (active returns), while the pricing strategies can be either fixed (constant intertemporal pricing) or varying over time (updated intertemporal pricing) depending on the quality improvements. By combining these two ingredients (return type and pricing policy) we formulate a two-period model in which a manufacturer invests in quality improvements and sets the product prices over time. Our results show that when consumers passively return old product versions, the manufacturer should always update its pricing strategies according to the quality improvements. However, when consumer returns are sensitive to quality improvements and price, the manufacturer can be indifferent between setting a constant or an updated pricing policy depending on the effect that quality has on returns. If the manufacturer can choose between a market in which consumer returns are passive or active, it decides according to how quality impacts the returns: When the consumers’ willingness to return according to the quality effect is negligible, the manufacturer prefers to work in a market with passive attitudes towards returns. While the choice of updating the price is always dominant from an economic point of view, it turns out to be suboptimal from an environmental perspective when the effects of quality and price on returns are balanced. When the price effect on returns also depends on the discount granted to consumers, then the discrepancy between economic and environmental returns is amplified.

**Keywords:** Price - Product Collection - Quality Improvements - Return Rate - Two-Period Model

DE GIOVANNI P.
(TALAT G., DE GIOVANNI P.)
Optimal Return and Rebate Mechanism in a Closed-loop Supply Chain Game
*European Journal of Operational Research*, vol. 269, n° 1, 2018, pp. 661-681
Within a Closed-loop Supply Chain (CLSC) framework we study several consumer return behaviors for the used products which are based on the product prices and rebates. Consumers evaluate the rebate they receive as well as the price of the new product before deciding whether to dump a return. Therefore, the number of used products returned is examined under two types of rebates: a fixed rebate and a variable rebate. We search for the optimal rebate mechanism and find that the CLSC profits are higher under an variable rebate policy. This finding justifies the industry practices that employ a rebate mechanism based on both the value and the price of used item. We offer two types of solution concepts to the CLSC games: open-loop Stackelberg solution and Markov perfect Stackelberg solution, which are commonly employed in the dynamic games literature. While we mainly employ Markovian equilibrium, we also allow firms to utilize open-loop strategies so as to assess the impact of pre-commitment on the market outcomes. Therefore, we offer a comprehensive analysis of all possible market equilibrium solutions.
under different strategic considerations and the commitment deliberations. We show that under the fixed rebate regime open-loop solution coincides with Markov perfect solution. Furthermore, we show how consumer return behavior impacts the dynamic nature of the game. We find that the time frame is irrelevant if firms offer a fixed rebate. In contrast, the game will be fully dynamic when firms offer a variable rebate.

DE GIOVANNI P. (DUHAYLONGSOD J. B., DE GIOVANNI P.)
The Impact of Innovation Strategies on the Relationship Between Supplier Integration and Operational Performance
The purpose of this paper is to investigate whether implementing certain innovation strategies and adopting a portfolio of innovations improve the relationship between supplier integration (SI) and operational performance (OP). The authors test several research hypotheses by using a data set of 173 firms. Data were collected by interviewing managers, presidents and directors, from ten European countries and across nine different industries. The authors use structural equation modeling to estimate the relationships between SI and OP. The authors apply multi-group analysis to test the effects of certain innovation strategies and a portfolio of innovations on these relationships. The authors show that SI improves internal OP but has no direct effect on external OP. The latter can only be improved through well-performing internal operations. The adoption of an incremental product innovation strategy improves the relationship between internal and external OP and leads to more effective SI. Other types of innovations do not help in improving the impact of SI on OP. Finally, the adoption of a portfolio of innovations does not enhance the influence of SI on OP. Thus, firms should focus on a small number of innovations rather than expanding their innovation portfolio to improve the effectiveness of SI on OP.

**Keywords:** Innovation Strategy - Multigroup Analysis - Operational Performance - Supplier Integration

DE GIOVANNI P. (DE GIOVANNI P., KARRAY S., MARTIN-HERRAN G.)
Vendor Management Inventory with consignment contracts and the benefits of cooperative advertising
*European Journal of Operational Research*, vol. 1, n° 1, 2018, pp. 1-31
Most of the cooperative advertising literature has focused on studying the effects of such programs considering marketing variables. This paper integrates production and inventory management with pricing and advertising considerations to assess the effects of cooperative advertising programs in bilateral monopolies. We consider a supply chain where a Vendor Managed Inventory (VMI) along with a consignment contract is implemented to coordinate the chain. We develop and solve a differential model for two games. The first one is a benchmark scenario where no cooperative advertising is offered, while the manufacturer offers the cooperative program in the second game. The main results show that cooperative advertising programs, usually considered as successful marketing initiatives, can be very difficult to implement in a supply chain undertaking a VMI policy with a consignment contract, in which operations and marketing interface is taken into account. A cooperative program mainly hurts the manufacturer’s
profits, and can be profit-Pareto-improving only in a few cases. Although the retailer is generally willing to receive a support from the manufacturer, she can opt for a non-cooperative program when the largest part of the supply chain profits goes to the manufacturer. We developed several special cases to strengthen our findings.

EL OUARDIGHI F.
(EL OUARDIGHI F., FEICHTINGER G., FRUCHTER G. E.)
Accelerating the Diffusion of Innovations Under Mixed Word of Mouth Through Marketing–Operations Interaction
In this paper, an extension of the Bass model is suggested that accounts for the influence of conformance quality on mixed (i.e., positive and negative) word-of-mouth in the diffusion of a new product. A primary goal is to determine how an active operational policy seeking to continuously improve conformance quality affects the optimal leveraging of marketing instruments used to diffuse new products, and the resulting sales and profits. To do so, an optimal tradeoff by a monopolistic firm between advertising effort and price, on the one hand, and conformance quality, on the other hand, is analyzed, along with the implications for word of mouth effectiveness. Our results can be summarized as follows. Price and advertising levels are respectively lower and higher under an operations–marketing policy than under a marketing policy only. As a result, the market potential and the innovation effect are higher under an operations–marketing policy than under a marketing policy only, as is the imitation effect due to conformance quality improvements over time. Also, greater cumulative sales and cumulative profits are obtained. However, higher design quality results in a lower price and greater advertising effort under an operations–marketing policy than under a marketing policy only. Finally, for lower design quality, the two policies result in different patterns (non-monotonic vs. monotonic) for price and advertising yet cumulative sales and profits are of quite similar magnitude.

Keywords: Advertising Effort - Conformance Quality - Design Quality - Diffusion Process - Price - Word of Mouth

EL OUARDIGHI F.
(KOGAN K., EL OUARDIGHI F.)
Autonomous and Induced Production Learning Under Price and Quality Competition
Recent empirical studies indicate that improvements in product conformance quality exhibit learning-by-doing patterns. We address quality improvement in a competitive duopoly market for partially substitutable products characterized by levels of quality that are not necessarily identical. The products’ quality is described with a hazard rate that can be improved both by accumulating production experience (autonomous learning) and quality improvement efforts (induced learning). Given that defective items are fully reimbursable and the demands exhibit increasing returns to scale, we derive Nash equilibrium pricing and induced learning effort dynamic policies. We show that when the effectiveness of autonomous learning prevails over the effectiveness of efforts in induced learning, equilibrium prices gradually grow over time; the trend is quite the opposite when autonomous learning is less effective than induced learning.

Keywords: Conformance Quality - Learning by Doing - Price and Quality Competition - Production Dynamics
EL OUARDIGHI F.
(EL OUARDIGHI F., KOGAN K., GNECCO G., SANGUINETI M.)
Commitment-Based Equilibrium Environmental Strategies under Time-Dependent Absorption Efficiency
*Group Decision and Negotiation*, vol. 27, n° 2, 2018, pp. 235-249
This paper investigates how current and future generations are affected by commitment-based Nash equilibrium environmental strategies when the environmental absorption efficiency is susceptible to switch from a pollution sink to a source.
**Keywords:** Commitment-based Strategies - Cooperative Solution - Environmental Absorption Efficiency - Transboundary Pollution

EL OUARDIGHI F.
(EL OUARDIGHI F., KOGAN K., GNECCO G., SANGUINETI M.)
Transboundary Pollution Control and Environmental Absorption Efficiency Management
In this paper, we suggest a two-player differential game model of transboundary pollution that accounts for time-dependent environmental absorption efficiency, which allows the biosphere to switch from a carbon sink to a source. We investigate the impact of negative externalities resulting from a transboundary pollution noncooperative game wherein countries are dynamically involved.
**Keywords:** Environmental Absorption Efficiency - Hamilton-Jacobi-Bellman Approximation - Transboundary Pollution

PAPIER F.
(LAN Y., LI Y., PAPIER F.)
Competition and Coordination in a Three-Tier Supply Chain with Differentiated Channels
Motivated by the recent trend in global sourcing and multi-channel strategies, we analyze a supply chain in which a manufacturer distributes a product through two distributors (channels) to a retailer whose demand is uncertain. The two distributors differ in terms of their commitment to offering return credits, and they compete by charging different wholesale prices to the retailer.
**Keywords:** Supply Chain Management

Communication publiée dans des actes de conférence/Article published in conference proceedings

PAVIE X.
La philosophie comme manière de vivre de l’antiquité à l’espace contemporain
Communications présentées dans des conférences/Conference presentations

DE GIOVANNI P.
Conformance Quality Strategy, Cooperative Programs and Coordination in a Dynamic Supply Chain
ESSEC & GERAD: Rabat (Morocco), 10th Workshop on Dynamic Games in Management Science, 30 October 2018
DE GIOVANNI P.  
(DE GIOVANNI P., BURATTO A., CESARETTO R.)  
Consignment Contracts with Cooperative Programs and Price Discount Mechanisms in a Dynamic Supply Chain  
Groupe d’Etudes et de Recherche en Analyse des Décisions (GERAD): Grenoble (France), 2018, 18th International Symposium on Dynamic Games and Applications, 8 July 2018

DE GIOVANNI P.  
Firms’ Strategies and Performance with Overdesign, Overspecification and Over-Requirement Effect: an Empirical Analysis  
Bocconi University: Milan (Italy), 2018 International Workshop on Overdesign, Overspecification, Over-requirement, 5 February 2018

EL OUARDIGHI F.  
(EL OUARDIGHI F., KOGAN K., GRASS D.)  
Cheating or Delighting Customers on Product Quality?  
CIGAR: Montreal (Canada), 2018, Optimization Days, 7-9 May 2018

EL OUARDIGHI F.  
(EL OUARDIGHI F., KOGAN K., GRASS D.)  
Cheating or Delighting Customers on Product Quality?  
HEC Montreal: Montréal (Canada), 2018 Séminaire Fondation HEC Montréal, 10 May 2018

EL OUARDIGHI F.  
(EL OUARDIGHI F., KOGAN K., D. GRASS)  
Control of Addictive Behaviors with Relapsing  
Technical University of Vienna: Vienne (Austria), 14th Viennese Conference on Optimal Control and Dynamic Games, 3-6 July 2018

PAPIER F.  
(ZHAO Y., PAPIER F.)  
Heuristics for Call-Center-Based Scheduling of Field Visits  
Lancaster University Management School: Lancaster (UK), 7th Meeting of the EURO Working Group on Stochastic Modelling (StochMod 2018), 13-15 June 2018

PAVIE X.  
Heritage and Innovation?  
Virtually Château de Versailles, ION Orchard, 11 December 2018

PAVIE X.  
Innovation to Survive  
2018 One North Festival A*Start Singapore, 1 September 2018

PAVIE X.  
La vie connectée, quels enjeux pour la responsabilité?  
ACSEL: 2018, Forum de la vie connectée, 1 October 2018

REZAEE VESSAL S.  
(REZAEE VESSAL S., SOMMER S.)  
Going Collocated or Dispersed in Product Development Projects  
University of Peradeniya: Kandy (Sri Lanka), 2018 POMS Sri Lanka International Conference, 14-16 December 2018
REZAEE VESSAL S.
(REZAE-VESSAL S., SOMMER S.)
Going CO-located or Dispersed in Product Development Projects
Operational Research Society of Nepal: Kathmandu, 11th Triennial Conference of Association of Asia Pacific Operational Research Societies, 6-9 August 2018

REZAEE VESSAL S.
Optimal Allocation Rules With Waste Considerations
European Association of Operational Research Society (EURO): Valence (Spain), 29th European Conference On Operational Research, 8-11 July 2018

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PAVIE X.
Re-Design Education through Imagination
Council on Business and Society, Global Voice, 2018

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How to Put Innovation into Action
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Opinion Internationale, novembre 2018

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L’entreprise qui se dessine est un écosystème horizontal
Monde des Grandes Écoles Universités Le Magazine, septembre 2018

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L’ère du bien commun s’installe : innovons !
Les Echos, mars 2018

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The Circular Economy: Does China Set an Example for the West?
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EL OUARDIGHI F.
International Game Theory Review
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Systèmes d’information, sciences de la décision et statistiques
Information Systems, Decision Sciences And Statistics
Participation à des ouvrages collectifs/Book chapters

ALFANDARI L.
Décision et complexité : le cas de la planification optimale
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 14, pp. 229-242

MALAURENT J.
Quand les stratégies de contournement des systèmes d’information impactent l’organisation
in: Complexité et organisations : faire face aux défis de demain
Morin E., Bibard L. (eds.)
Eyrolles: Paris (France), 2018, chap. 15, pp. 242-258

O’CONNOR P.
Hotels and Social Media

Face à l’explosion de l’utilisation du numérique dans le monde, les consommateurs utilisent de plus en plus les médias sociaux comme source d’informations clé. Compte tenu de l’importance de ces derniers dans le processus de prise de décision en matière de voyage, les hôtels doivent gérer leur réputation en ligne de manière proactive en participant et en dialoguant avec les consommateurs via les canaux de médias sociaux appropriés. Après avoir souligné l’importance des médias sociaux pour le secteur hôtelier, nous décrivons un processus séquentiel en cinq étapes qui a fait ses preuves: surveiller les propos de l’hôtel sur les médias sociaux ; en établissant une présence appropriée sur les canaux sélectionnés ; faire une réponse appropriée aux commentaires des consommateurs; à travers une participation active à des conversations sociales et enfin un engagement gagnant dans la communauté sociale, pour aider les hôtels à mieux exploiter les médias sociaux, un canal de relation client en plein développement.

With digital usage exploding globally, consumers are increasingly using social media as a key information source. Given the latter’s importance in the travel decision making process, hotels need to proactively manage their online reputation by participating in, and engaging with, consumers in appropriate social media channels. Having outlined the importance of social media for the hotel sector, we outline a proven five-step sequential process, from Monitoring what is being said about the hotel across the social media space; through establishing appropriate Presence on selected channels; to making an appropriate Response to consumer comments; through active Participation in social conversations and finally earning Engagement with the social community, to help hotels better exploit social media a rapidly developing customer relationship channel.

Mots-clés : Hôtellerie - Médias sociaux
Keywords: Hotel Sector - Social Media

Articles dans des revues/Journal articles

ALFANDARI L.
(ESPINOZA GARCIA J. C., ALFANDARI L.)
Robust Location of New Housing Developments Using a Choice Model

On propose un modèle d’optimisation en variables 0-1 pour la localisation de programmes de nouveaux logements
basée sur un modèle de choix du consommateur de type MNL. On considère des données incertaines sur les consommateurs, à la fois sur les volumes de demande, et sur leurs préférences (utilités), conduisant à une approche d’optimisation robuste.

We propose an optimization model with 0-1 variables for the location of new housing developments based on an MNL choice model for consumer preferences. We propose a robust optimization approach, when uncertainty lies on demand volumes or preferences.

**Mots-clés :** Localisation - Logement - MNL - Modèles de choix

**Keywords:** Choice Models - Housing - Integer Linear Programming - Location Analysis - Robust Optimization

ALFANDARI L.  
(ALFANDARI L., ESPINOZA GARCIA J.-C.)

**Robust Optimization for Non-Linear Impact of Data Variation**  

On propose une approche robuste pour résoudre des programmes linéaires dont les coefficients varient non linéairement en fonction de données incertaines, comme la VNP en fonction du taux d’actualisation en finance. On propose une approximation binaire, puis linéaire par morceaux, des fonctions non linéaires. Dans le deuxième cas, les tests montrent que la solution robuste reste réalisable sur plus de 6000 instances de divers problèmes incluant le Capital Budgeting, malgré l’approximation des fonctions non linéaires.

We propose a robust approach for solving Linear Programs the coefficients of which depend on uncertain data in a non-linear way, like NPVs with the discount rate in finance. We propose first a binary approximation of the non-linear functions, then a piece-wise linear approximation. In the second case, numerical experiments show that the robust solution remains feasible for more than 6000 instances of problems tested, including Capital Budgeting, despite the approximation of the non-linear functions.

**Mots-clés :** Dualité - Incertitude - Optimisation robuste - Programmation linéaire - Programmation non linéaire

**Keywords:** Duality - Linear Programming - Non-linear Programming - Robust Optimization - Uncertainty

AVISON D., MALAURENT J.  
(AVISON D. E., DAVISON R. M., MALAURENT J.)

**Information Systems Action Research: Debunking Myths and Overcoming Barriers**  
*Information and Management*, vol. 55, n° 2, 2018, pp. 177-187

The relevance of action research as a research method in the information systems (IS) discipline is not disputed. Nevertheless, the extent to which action research is published in good journals is infrequent enough to indicate a serious problem. In this article, we explore the reasons underlying this situation and make recommendations aiming to increase both the practice and the publication of action research. To identify both the barriers to undertaking action research and potential ways of overcoming those barriers, we survey 218 authors of 120 articles demonstrating empirical action research published in 12 of our good journals during the period 1982–2016. We received 70 usable responses. We also surveyed 52 editors of selected IS journals and received 25 usable responses. Our findings are revealing as they indicate both genuine barriers associated with action research and some apparent barriers that are in reality misperceptions or myths. In reflecting on these, we emphasize the special qualities of action research. We also reflect on the critical role that action
Explain the role of action research in the IS field and its potential for further contributions to research and practice, given the strong and close connections with organizational problem contexts that action research requires. Finally, make a number of recommendations that are designed to increase the incidence of action research in the IS discipline.

**Keywords:** Action Research - Doctoral Studies - Engaged Research - Journals - Publishing - Relevance - Rigor

**CHAN F.**
(HOEHLE H., ALOYSIUS J. A., CHAN F., VENKATESH V.)

Customers’ Tolerance for Validation in Omnichannel Retail Stores
*International Journal of Logistics Management*, vol. 29, n° 2, pp. 704-722

Mobile technologies are increasingly used as a data source to enable big data analytics that enable inventory control and logistics planning for omnichannel businesses. The purpose of this paper is to focus on the use of mobile technologies to facilitate customers’ shopping in physical retail stores and associated implementation challenges.

**Keywords:** Action Research - Doctoral Studies - Engaged Research - Journals - Publishing - Relevance - Rigor

**CHEVILLON G.**
(HECQ A., LAURENT S.)

Generating Univariate Fractional Integration within a Large VAR(1)
*Journal of Econometrics*, vol. 1, n° 204, 2018, pp. 54-65

This paper shows that a large dimensional vector autoregressive model (VAR) of finite order can generate fractional integration in the marginalized univariate series. We derive high-level assumptions under which the final equation representation of a VAR(1) leads to univariate fractional white noises and verify the validity of these assumptions for two specific models.

**Keywords:** Action Research - Doctoral Studies - Engaged Research - Journals - Publishing - Relevance - Rigor

**CHEVILLON G.**
(MAVROEIDIS S.)

Perpetual Learning and Apparent Long Memory
*Journal of Economic Dynamics & Control*, vol. 90, 2018, pp. 343-365

This paper studies the low frequency dynamics in forward looking models where expectations are formed using perpetual learning such as constant gain least squares. We show that if the coefficient on expectations is sufficiently close to unity, perpetual learning induces strong persistence that is empirically indistinguishable from long memory. We apply this result to present value models of stock prices and exchange rates and find that perpetual learning can explain the long memory observed in the data.

**Keywords:** Consistent Expectations - Long Memory - Perpetual Learning - Present-value Models

**KLOPP O.**
(VERZELEN N.)

Optimal Graphon Estimation in Cut Distance

Consider the twin problems of estimating the connection probability matrix of an inhomogeneous random graph and the graphon of a W-random graph. We establish the minimax estimation rates with respect to the cut metric for classes of block constant matrices and step function graphons. Surprisingly, our results imply that, from the minimax point of view, the raw data, that is, the adjacency matrix of the observed graph, is already optimal and more involved procedures cannot improve the convergence rates for this metric. This phenomenon contrasts with optimal rates.
of convergence with respect to other classical distances for graphons such as the l1 or l2 metrics.

**Keywords:** Cut Distance - Graphon - Inhomogeneous Random Graph - Networks - Stochastic Block Model

KRATZ M.
(CONSTANTINESCU C., HASHORVA E., KRATZ M.)
Foreword by the Guest Editors of the RARE special issue

The EU-funded RARE (Risk Analysis, Ruin theory and Extremes) project, co-ordinated by Dr Corina Constantinescu (IFAM, University of Liverpool), addressed rare events and extremes by analysing environmental and financial risks through the use of probabilistic tools and approaches under the scientific co-ordination of Professor Enkelejd Hashorva (HEC, Lausanne) and Professor Marie Kratz (ESSEC, Paris).

KRATZ M.
(KRATZ M., LOK Y. H., MCNEIL A. J.)
Multinomial VaR Backtests: A Simple Implicit Approach to Backtesting Expected Shortfall

Under the Fundamental Review of the Trading Book, capital charges are based on the coherent Expected Shortfall (ES) risk measure, which is sensitive to tail risk. We argue that backtesting of the forecasting models used to derive ES can be based on a multinomial test of Value-at-Risk (VaR) exceptions at several levels. Using simulation experiments with heavy-tailed distributions and GARCH volatility models, we design a statistical procedure to show that at least four VaR levels are required to obtain tests for misspecified trading book models that are more powerful than single-level (or even two-level) binomial exception tests. A traffic-light system for model approval is proposed and illustrated with three real-data examples spanning the 2008 financial crisis.

**Keywords:** Backtesting - Banking Regulation - Expected Short Fall - Financial Risk Management - Statistical Test - Value-at-Risk

KRATZ M.
(DACOROGNA M., ELBAHTOURI L., KRATZ M.)
Validation of Aggregated Risks Models
*Annals of Actuarial Science*, vol. 12, n° 2, 2018, pp. 433-454

Validation of risk models is required by regulators and demanded by management and shareholders. Those models rely in practice heavily on Monte Carlo (MC) simulations. Given their complexity, the convergence of the MC algorithm is difficult to prove mathematically. To circumvent this problem and nevertheless explore the conditions of convergence, we suggest an analytical approach. Considering standard models, we compute, via mixing techniques, closed form formulas for risk measures as Value-at-Risk (VaR) VaR or Tail Value-at-Risk (TVaR) TVaR on a portfolio of risks, and consequently for the associated diversification benefit. The numerical convergence of MC simulations of those various quantities is then tested against their analytical evaluations. The speed of convergence appears to depend on the fatness of the tail of the marginal distributions; the higher the tail index, the faster the convergence. We also explore the behaviour of the diversification benefit with various dependence structures and marginals (heavy and light tails). As expected, it varies heavily with the type of dependence between aggregated risks. The diversification benefit is also studied as a function of the risk measure, VaR or TVaR.
KUDE T. (KUDE T., LAZIC M., HEINZL A., NEFF A.)
Achieving IT-Based Synergies Through Regulation-Oriented and Consensus-Oriented IT Governance Capabilities
*Information Systems Journal*, vol. 28, n° 5, 2018, pp. 765-795
This study aims at exploring the IT governance capabilities that enable organizations to achieve IT-based synergies. Following existing work on the contextualization of theories and drawing on the resource-based view of the firm (RBV), we develop an RBV of IT-based synergies in two steps. First, we adopt existing context-specific constructs and relationships from prior work on IT governance capabilities, IT relatedness, and synergies to develop a preliminary contextualization of the RBV. Second, to further refine our theoretical framework, we conduct an exploratory field study that includes interviews with 26 CIOs and other IT executives from 21 multibusiness firms. Our findings suggest that IT governance capabilities lead to IT-based synergies through IT relatedness and business process relatedness. We found regulation-oriented IT governance capabilities (IT roles and IT processes) to increase IT relatedness, while consensus-oriented IT governance capabilities (IT groups and relational capabilities) had a positive effect on business process relatedness. Our results suggest that in isolation, IT and business process relatedness lead to IT cost synergies, while collectively enabling IT-induced business synergies. Our study is among the first to treat IT relatedness as an endogenous construct and to explicitly integrate business process relatedness into the IT governance domain. Our context-specific decomposition of IT governance capabilities helps to better explain their links to IT and business process relatedness. These findings contribute to a better understanding of the tension between IT-based synergies and business-IT alignment. Decision-makers are guided in developing IT governance capabilities to achieve IT-based synergies.

KUDE T. (MITHAS S., KUDE T., WHITAKER J.)
Artificial Intelligence and IT Professionals
*IEEE IT Professional*, vol. 20, 2018, pp. 6-13
How will continuing developments in artificial intelligence (AI) and machine learning influence IT professionals? This article approaches this question by identifying the factors that influence the demand for software developers and IT professionals, describing how these factors relate to AI, and articulating the likely impact on IT professionals.

Keywords: Artificial Intelligence - Artificial Intelligence And IT - AI And IT - IT Professionals - Machine Learning - Software - Artificial Intelligence And Software

KUDE T. (FOERDERER J., KUDE T., MITHAS S., HEINZL A.)
Does Platform Owner’s Entry Crowd Out Innovation? Evidence from Google Photos
We study how platform owners’ decision to enter complementary markets affects innovation in the ecosystem surrounding the platform. Despite heated debates on the behavior of platform owners toward complementors, relatively little is known about the mechanisms linking platform owners’ entry and complementary innovation. We exploit Google’s 2015 entry into the market for photography apps on its own Android platform as a quasi-experiment. We conclude based on
our analyses of a time-series panel of 6,620 apps that Google’s entry was associated with a substantial increase in complementary innovation. We estimate that the entry caused a 9.6% increase in the likelihood of major updates for apps affected by Google’s entry, compared to similar but not affected apps. Further analyses suggest that Google’s entry triggered complementary innovation because of the increased consumer attention for photography apps, instead of competitive “racing” or “Red Queen” effects. This attention spillover effect was particularly pronounced for larger and more diversified complementors. The study advances our understanding of the effects of platform owner’s entry, explicates the complex mechanisms that shape complementary innovation, and adds empirical evidence to the debate on regulating platforms.

Keywords: Attention Spillover - Complementors - Google Photos - Innovation - Platform Ecosystem - Platform Entry - Platform Governance - Platform Owner - Racing - Red Queen

LJUBIC I.
(LEITNER M., LJUBIC I., LUIPERSBECK M., SINNL M.)
A Dual Ascent-Based Branch-and-Bound Framework for the Prize-Collecting Steiner Tree and Related Problems

Game software trial versions, as the scaled-down versions of the software through imposing restrictions on functionality and/or usage of a grace period, are often given to users for free evaluation. Such a move is intended to encourage the eventual purchase of the full version software. Offering a trial version could psychologically influence an individual (i.e., arousing emotions as joy from playing the game), thereby heightening his or her willingness to pay (WTP) for the full version software, for which the individual’s fundamental nature of self-control might avert him or her from doing so — the psychological paradox. Considering that a game software trial version is usually restricted through the permitted grace period (time restriction) or the extent of functionality available for use (functionality restriction), this research examines the psychological effects of these two forms of trial restrictions on users by anchoring on the opponent-process theory. Results from an online study involving 128 users reveal that imposing functionality restriction could lead to strong negative consequences on users’ cognitive absorption but heighten users’ self-control outcomes. Interestingly, imposing time restriction does not have an observable effect on these two variables. These findings provide insightful theoretical and practical implications.

Keywords: Cognitive Absorption - Functionality restriction - Game software trial - Self-control outcomes - Time Restriction
Steiner arborescence problem. The lower bounds and dual information obtained from the algorithm are exploited within powerful bound-based reduction tests and for guiding primal heuristics. The framework is complemented by additional alternative-based reduction tests. Extensive computational results on benchmark instances for the PCSTP, MWCS, and NWSTP indicate the framework’s effectiveness, as most instances from literature are solved to optimality within seconds, including most of the (previously unsolved) largest instances from the recent DIMACS Challenge on Steiner trees. Moreover, results on new asymmetric instances for the APCSTP are reported. Since the addressed network design problems are frequently used for modeling various real-world applications (e.g., in bioinformatics), the implementation of the presented B&B framework has been made publicly available.

Keywords: Benders Decomposition - Lagrangian Relaxation - Steiner Trees - Stochastic Optimization

LJUBIC I.
(LEITNER M., LJUBIC I., RIEDLER M., RUTHMAIR M.)
Exact Approaches for the Directed Network Design Problem with Relays
Omega, vol. 31, n° 1, 2018, doi: 10.1016/j.omega.2018.11.014
We study the directed network design problem with relays (DNDPR) whose aim is to construct a minimum cost network that enables the communication of a given set of origin-destination pairs. Thereby, expensive signal regeneration devices need to be placed to cover communication distances exceeding a predefined threshold. Applications of the DNDPR arise in telecommunications and transportation. We propose two new integer programming formulations for the DNDPR. The first one is a flow-based formulation with a pseudo-polynomial number of variables and constraints and the second is a cut-based formulation with an exponential number of constraints. Fractional distance values are handled efficiently by augmenting both models with an exponentially-sized set of infeasible path constraints. We develop branch-and-cut algorithms and also consider valid inequalities to strengthen the size of problem instances. The effectiveness of our method is compared in an extensive computational study with the state-of-the-art exact approach, which employs a Benders decomposition based on two-stage branch-and-cut, and a genetic algorithm introduced during the DIMACS implementation challenge on Steiner trees. Our results indicate that the presented method significantly outperforms existing ones, both on benchmark instances from literature, as well as on large-scale telecommunication networks.
the obtained dual bounds and to speed up convergence. The results of our extensive computational study on diverse sets of benchmark instances show that our algorithms outperform the previous state-of-the-art method based on column generation.

**Keywords:** Integer Programming - Layered Graphs - Networks - Telecommunications

**LJUBIC I.**
**(FISCHETTI M., LJUBIC I., MONACI M., SINNL M.)**
On the Use of Intersection Cuts for Bilevel Optimization

We address a generic mixed-integer bilevel linear program (MIBLP), i.e., a bilevel optimization problem where all objective functions and constraints are linear, and some/all variables are required to take integer values. We first propose necessary modifications needed to turn a standard branch-and-bound MILP solver into an exact and finitely-convergent MIBLP solver, also addressing MIBLP unboundedness and infeasibility. As in other approaches from the literature, our scheme is finitely-convergent in case both the leader and the follower problems are pure integer. In addition, it is capable of dealing with continuous variables both in the leader and in follower problems—provided that the leader variables influencing follower’s decisions are integer and bounded. We then introduce new classes of linear inequalities to be embedded in this branch-and-bound framework, some of which are intersection cuts based on feasible-free convex sets. We present a computational study on various classes of benchmark instances available from the literature, in which we demonstrate that our approach outperforms alternative state-of-the-art MIBLP methods.

**O’CONNOR P.**
**(HALLAK R., ASSAKER G., O’CONNOR P., LEE C.)**
Firm Performance in the Upscale Restaurant Sector: The Effects of Resilience, Creative Self-Efficacy, Innovation and Industry Experience
*Journal of Retailing and Consumer Services, n° 40, 2018, pp. 229-240*

Cette recherche examine un modèle structurel théoriquement dérivé sur la
O’CONNOR P.
(COLICEV A., MALSHE A., PAUWELS K., O’CONNOR P.)
Improving Consumer Mind-Set Metrics and Shareholder Value through Social Media: The Different Roles of Owned and Earned
Journal of Marketing, vol. 82, n° 1, 2018, pp. 37-56
Although research has examined social media-shareholder value link, the role of consumer mindset metrics in this relationship remains unexplored. To this end, drawing on Elaboration Likelihood Model and Accessibility/Diagnosticity perspective, the authors hypothesize varying effects of owned and earned social media (OSM and ESM) on Brand Awareness, Purchase Intent, and Customer Satisfaction and link these consumer mind-set metrics to shareholder value (abnormal returns and idiosyncratic risk). Analyzing daily data for 45 brands in 21 sectors using Vector Autoregression models, they find that brand fan following improves all three mind-set metrics. ESM engagement volume affects Brand Awareness and Purchase Intent but not Customer Satisfaction, while ESM positive and negative valence have the largest effects on Customer Satisfaction. OSM increases Brand Awareness and Customer Satisfaction, but not Purchase Intent, highlighting a non-linear effect of OSM. Interestingly, OSM is more likely to increase Purchase Intent for high involvement utilitarian brands and for brands with higher reputation, implying that getting one’s house in order yields more credibility to OSM. Finally, Purchase Intent and Customer Satisfaction positively affect shareholder value.
Keywords: Brand Awareness - Customer Satisfaction - Earned Media - Marketing Finance Interface - Owned Media - Purchase Intend - Shareholders Value - Social Media - Vector Autoregression

O’CONNOR P.
It’s the End of The Hotel Chain as We Know It, and I Feel Fine!
Hotel Analyst Distribution & Technology, vol. 12, n° 4, 2018, pp. 19-20
Une analyse du développement de l’offre de la chaîne hôtelière auprès des hôteliers.
An analysis of development in the hotel chain offering to hotel owners.
Mots-clés : L’hotellerie - Marque
Keywords: Branding - Hotel Industry
A Pragmatic Approach for Identifying and Managing Design Science Research Goals and Evaluation Criteria

Association for Information Systems (AIS): San Francisco (U.S.A.), 2018
International Conference on Information Systems (ICIS) + Workshop,
12 December 2018

The effectiveness of a Design Science Research (DSR) project is judged both by the fitness of the designed artifact as a solution in the application environment and by the level of new research contributions. An important and understudied challenge is how to translate DSR project research goals into discrete and measurable evaluation criteria for use in the DSR processes. This position paper proposes an inclusive approach for articulating DSR goals and then identifying project evaluation criteria for these goals. The goals are organized hierarchically as utilitarian goals, safety goals, interaction and communication goals, cognitive and aesthetic goals, innovation goals, and evolution goals. Goals in a DSR project are identified pragmatically by considering the components of the context coupled with the hierarchy of goals. Based on the identified goals, the associated evaluation criteria are determined and organized along the same hierarchy. These criteria measure the ability of the artifact to meet its goals in its context (immediate fitness). Moreover, our approach also supports the innovation and research contributions of the project. The apex of the goal hierarchy addresses the identification of criteria measuring the fitness for evolution of the designed artifact, to accommodate for changes in goals or context.

Keywords: Design Science Research - Evolution - Fitness - Goals - Innovation

Low-Rank Interactions and Sparse Additive Effects Model for Large Data Frames

Montreal (Canada), 2018

Many applications of machine learning involve the analysis of large data frames – matrices collecting heterogeneous measurements (binary, numerical, counts, etc.) across samples – with missing values. Low-rank models are popular in this framework for tasks such as visualization, clustering and missing value imputation. Yet, available methods with statistical guarantees and efficient optimization do not allow explicit modeling of main additive effects such as row and column, or covariate effects. In this paper, we introduce a low-rank interaction and sparse additive effects (LORIS) model which combines matrix regression on a dictionary and low-rank design, to estimate main effects and interactions simultaneously. We provide statistical guarantees in the form of upper bounds on the estimation error of both components. Then, we introduce a mixed coordinate gradient descent (MCGD) method which provably converges sub-linearly to an optimal solution and is computationally efficient for large scale data sets. We show on simulated and survey data that the method has a clear advantage over current practices.
**Keywords:** Heterogeneous Data - Low-rank Matrix Completion - Missing Values

ONDURUS J.  
(SCHIRMACHER N.-B., ONDRUS J., TER CHIAN TAN F.)

Towards a Response to Ransomware: Examining Digital Capabilities of the WannaCry Attack

in: 22nd Pacific Asia Conference on Information Systems (PACIS) 2018  
Association for Information Systems (AIS): Yokohama (Japan), 2018, 22nd Pacific Asia Conference on Information Systems, 26 June 2018

The growth of the information security industry reflects the global threat of cybercriminal activities. Cybercriminal activities impose significant costs on the global economy. Yet, although cybercriminal activities are underpinned by information systems (IS), research is scarce on how digitalization facilitates cybercrimes. To understand, anticipate and control successful cybercriminal modi operandi, crime researchers need to understand the capabilities inherent in cybercriminals. We analyze the case of the WannaCry attack, a global unprecedented ransomware attack, from an IS capability perspective. Our preliminary analysis suggests a three-phase process model of the dynamic environment of WannaCry consisting of cybercriminals and counterparties. During each phase, cybercriminals relied on different types of IS capabilities to continue their operations within a changing context.

ONDRUS J.  
(KIM H., TAN F., LEONG C., KIM D. D., ONDRUS J., TAN B.)

Value Co-creation in Digital Content Ecosystems: A Study of Hallyu

University of San Francisco: San Francisco (U.S.A.), 2018 International Conference on Information Systems (ICIS), 13-16 December 2018

This short paper investigates how value is co-created by various actors in a digital content ecosystem without a focal platform provider. The exponential growth of digital entertainment is creating value both culturally and economically at a global scale. A case study of the content-centric phenomenon of “Hallyu”(Korean Wave) is utilized to explore the process of value creation in an ecosystem without a focal platform provider. As the understanding of value co-creation has become a pre-requisite to stay relevant in a competitive market, this research further answers how value co-creation is enabled by digital platforms in digital content ecosystems by proposing three typologies of value co-creation formulated from empirical data.

PRAT N.  
Blockchain Analytics: A Descriptive Review

in: Proceedings of the AIM Pre-ICIS 2018 “Convergence des TI”  

Blockchain promises to revolutionize businesses and society, with many possible applications. Blockchain data are a specific type of big data and are a major potential source of insights for organizations and society, which remains largely untapped. Therefore, this paper presents a descriptive review of blockchain analytics in design science research and behavioral research and identifies avenues for future research.
Communications présentées dans des conférences/Conference presentations

ALFANDARI L.
(Alfandari L., Espinoza-Garcia J.-C.)
Optimisation robuste pour la localisation de nouveaux logements avec modèle de choix
Université de Bretagne Sud: Lorient (France), 19ème Congrès annuel de la société Française de Recherche Opérationnelle et d'Aide à la Décision (ROADEF), 21-23 February 2018

ALFANDARI L.
(Alfandari L., Espinoza-Garcia J.-C.)
Robust Optimization for Non-Linear Impact of Data Variation
Université de Bordeaux: Bordeaux (France), International Symposium of Mathematical Optimization (ISMO) Bordeaux 2018 (International Symposium of Mathematical Optimization), 1 July 2018

ALFANDARI L.
Robust Optimization for Non-Linear Impact of Data Variation
Université d'Avignon: Avignon (France), Workshop on Robust Optimization (RO) Avignon, 28-29 June 2018

ALFANDARI L., LJUBIC I.
(Alfandari L., Davidovic T., Furini F., Ljubic I., Maras V., Martin S.)
New MIP Models for Liner Shipping Route Design with Empty Container Repositioning
Université du Havre: Le Havre (France), 4th Intl Conf. on Logistics Operations Management (GOL), 10 April 2018

AVISON D.
Reminiscences and Reflections

CHEVILLON G.
Exuberance: Sentiments Driven Buoyancy
Université Paris X: Paris (France), 2018 Econometric Theory and Time Series Analysis (ETTSA) Workshop, 19 September 2018

CHEVILLON G.
(Bauwens L., Chevillon G., Laurent S.)
Forecast Comparisons for Long Memory
Aix-Marseille School of Economics: Marseille (France), 2018 Quantitative Finance and Financial Econometrics (QFFE), 28-30 May 2018

CHEVILLON G.
(Chevillon G., Bauwens L., Laurent S.)
Forecasting Long Memory via a VAR Model
CFE Network and Universita di Pisa: Pisa (Italy), 12th International Conference on Computational and Financial Econometric (CFE), 14-16 December 2018 & Labex MME-DII Université Paris Nord: Paris (France), 1st Applied Financial Econometrics Workshop, 8 June 2018
CHEVILLON G.  
(CHIEVILLON G., BAUWENS L., LAURENT S.)  
Forecasting Long Memory via a VAR Model  
Gottfried Wilhelm Leibniz Universität Hannover: (Germany), Workshop on Long Memory, 25 October 2018

CHEVILLON G.  
(CHIEVILLON G., MAVROEIDIS S.)  
Perpetual Learning and Apparent Long Memory  
Keio University & the SNDE: Tokyo (Japan), 26th Annual Symposium of the Society for Nonlinear Dynamics & Econometrics (SNDE), 19-20 March 2018

CHEVILLON G.  
(CHIEVILLON G., BANERJEE A., KRATZ M.)  
Probabilistic Forecasting of Bubbles and Flash Crashes  
Sogang University: Seoul (South Korea), 2018 Asian Meeting of the Econometric Society, 21-23 June 2018

COMYN-WATTIAU I.  
(AKOKA J., COMYN-WATTIAU I., LAMASSE S., DU MOUZA C.)  
Modélisation conceptuelle des bases prosopographiques intégrant la qualité  

COMYN-WATTIAU I.  
(BOON J., COMYN-WATTIAU I., LAMASSE S., GEYER J., DU MOUZA C.)  
Prosopographical Database Conceptual Modeling  
Schloss Dagstuhl: Sarrebruck (Germany), 2018 Dagstuhl Seminar 18471, 18 November 2018

COMYN-WATTIAU I.  
(BEN FREDJ F., LAMMARI N, COMYN-WATTIAU I.)  
Relational Database Anonymization – A Model-Driven Guiding Approach  
Funchal (Portugal), 2018 International Conference on Information Systems Security and Privacy (ICSSP), 22-24 January 2018

KLOPP O.  
(KLOPP O., TSYBAKOV A., VERZELEN N.)  
Network Models and Sparse Graphon Estimation  
Université de Bordeaux: Bordeaux (France), 14th Franco-Romanian Conference on Applied Mathematics, 14 August 2018

KLOPP O.  
(KLOPP O., VERZELEN N.)  
Optimal Graphon Estimation in Cut Distance Network Models  
Universidad de Valparaiso: Valparaiso (Chilli), Tercera jornada Franco-Chilena de Estadística, 2 August 2018

KLOPP O.  
(KLOPP O., VERZELEN N.)  
Optimal Graphon Estimation in Cut Distance Network Models and Sparse Graphon Estimation  
Institute of Mathematics and Statistics: Tartu (Estonia), 27th Nordic Conference in Mathematical Statistics (NORDSTAT), 26-29 June 2018
KLOPP O.
(KLOPP O., LOUNICI K., TSYBAKOV A. B., ALAYA M. Z.)
Robust Matrix Completion/Collective Matrix Completion Variety and Veracity of the Data in Matrix Completion
Bernoulli Society: Gothenburg (Sweden), 40th Conference on Stochastic Processes (SPA) and their Applications, 11-15 June 2018

KLOPP O.
(KLOPP O., LU Y., TSYBAKOV A. B., ZHOU H. H.)
Structured Matrix Estimation and Completion

KRATZ M.
(DEBBABI N., KRATZ M., MBOUP M.)
[Invited Speaker] A Self-Calibrating Method for Heavy Tailed Data Modelling. Application in Neuroscience and Finance
Femhub: Pilsen (Czech Republic), 6th European Seminar on Computing (ESCO), 4-8 June 2018

KRATZ M.
[Invited Speaker] Exploration statistique de données d'attaques cyber et approche méthodologique
Université de Versailles-Saint-Quentin-en-Yvelines: Versailles (France), 19 October 2018

KRATZ M.
Level Crossings and Applications
Lund University: Lund (Sweden), Workshop on Can Stochastic Geometry Handle Dynamics of Risk Management, 20 April 2018

KRATZ M.
[Invited Speaker] Level Functionals for Gaussian Fields and Applications to Oceanography

KRATZ M.
(BRÄUTIGAM M., KRATZ M.)
Monash University: Melbourne (Australia), 7th Monash-Ritsumeikan Symposium on Probability and Related Fields, 6 December 2018

KRATZ M.
[Invited Speaker] On the Regularity of Time Occupation Functionals for Gaussian Processes
Université de Rouen: Rouen (France), Conference on 'Rough Paths Theory and Malliavin Calculus', Rencontres Mathématiques de Rouen, 20-22 June 2018
KUDE T.
(KUDE T., MITHAS S., HEINZL A., SCHMIDT C.)
Too Much of a Good Thing? How Team Relationship Influences Software Performance
Institute for Operations Research and the Management Sciences (INFORMS): Phoenix (U.S.A), Conference on Information Systems and Technology (CIST), 4-7 November 2018

LJUBIC I.
[Invited Speaker] Exact General-Purpose Solvers for Mixed-Integer Bilevel Linear Programs
Conservatoire national des arts et métiers (CNAM): Paris (France), 37ème Journée Francilienne de Recherche Opérationnelle (JFRO), 26 March 2018

LJUBIC I.
[Invited Speaker] Very Large Scale Covering Location Problems in the Design of Advanced Metering Infrastructure
Ivey Business School: London, Ontario (Canada), Workshop on Smart Cities Analytics, 12 October 2018

LJUBIC I.
[Plenary Speaker] Branch-and-Cut Algorithms for Mixed-Integer Bilevel Linear Programs
Inria Lille-Nord Europe: Lille (France), 2nd International Workshop on Bilevel Programming (IWOBIP’18), 18-22 June 2018

LJUBIC I.
[Plenary Speaker] From Game Theory to Graph Theory: A Bilevel Journey
German Operations Research Society (GOR): Brussels (Belgium), International Conference on Operations Research (OR), 12-14 September 2018

LJUBIC I.
(FURINI F., LJUBIC I., MARTIN S., SAN SEGUNDO P.)
Analyzing the Resilience of the Networks with respect to Vertex-Interdiction Attacks
Institute for Operations Research and the Management Sciences (INFORMS): Phoenix (U.S.A.), 2018 INFORMS Annual Meeting, 4-7 November 2018

LJUBIC I.
(CORDEAU J.-F., FURINI F., LJUBIC I.)
Benders Decomposition for Covering Location Problems
Association of European Operational Research Societies (EURO): Valencia (Spain), 9 July 2018

LJUBIC I.
(CORDEAU J.-F., FURINI F., LJUBIC I.)
Decomposition Approaches to Covering Location Problems
Mathematical Optimization Society (MOS): Bordeaux (France), 23rd International Symposium on Mathematical Programming (ISMP), 1-6 July 2018

LJUBIC I.
(ARULSELVAN A., BLEY A., LJUBIC I.)
MIP Modeling of Incremental Connected Facility Location
University of Hamburg: Hambourg (Germany), 14th Institute for Operations Research
Research and the Management Sciences (INFORMS) Telecommunications Conference, 23-25 May 2018

LJUBIC I. (LEITNER M., LJUBIC I., RUTHMAIR M., RIEDLER M.)
The Directed Network Design Problem with Relays
University of Cagliari: Cagliari (Italy), 7th International Workshop on Freight Transportation and Logistics, 3 June 2018

MALAURENT J. [Keynote] A Long Journey to Publish at in Our Discipline. Why Is That so Difficult?

MALAURENT J.
University of San Francisco: San Francisco (U.S.A.), 2018 International Conference on Information Systems (ICIS), 13-16 December 2018

O'CONNOR P.
Online Tracking and Privacy: An Analysis of Hotel Company Practices
Council for Australasian Tourism and Hospitality Education: Adelaide (Australia), 2018 Journal of Hospitality & Tourism Management (JHTM) Research Symposium, 3 May 2018

O'CONNOR P.
The General Data Protection Regulations (GDPR) 2016: Are Global Hotel Chains in Compliance?
Dublin Institute of Technology: Dublin (Ireland), 2018 European Council on Hotel, Restaurant & Institutional Education (EuroCHRIE), 7-9 November 2018

ROMBOUTS J.
Relevant Parameter Changes in Structural Break Models
Université Paris X: Paris (France), 2018 Econometric Theory and Time Series Analysis (ETTSA) Workshop, 19 September 2018

Article de presse/Press article

O'CONNOR P.
Breaking up Is Hard – 5 Pieces of Advice for Owners Considering (Re-)Signing with a Hotel Brand
Tnooz - Talking Travel Technology, November 2018

Documents de recherche/Working papers

ALFANDARI L. (KESHVARI FARD M., ALFANDARI L.)
Trade-offs between the Stepwise Cost Function and its Linear Approximation for the Modular Hub Location Problem
WP Research Center 1805

There exist situations where the transportation cost is better estimated as a function of the number of vehicles required for transporting a load, rather than a linear function of the load. This provides a stepwise cost function, which
defines the so-called Modular Hub Location Problem (MHLP, or HLP with modular capacities) that has received increasing attention in the last decade. In this paper, we consider formulations to be solved by exact methods. We show that by choosing a specific generalized linear cost function with slope and intercept depending on problem data, one minimizes the measurement deviation between the two cost functions and obtains solutions close to those found with the step-wise cost function, while avoiding the higher computational complexity of the latter. As a side contribution, we look at the savings induced by using direct shipments in a hub and spoke network, given the better ability of a stepwise cost function to incorporate direct transportation. Numerical experiments are conducted over benchmark HLP instances of the OR-library.

KRATZ M. (BRÄUTIGAM M., KRATZ M.)
On the Dependence Between Quantiles and Dispersion Estimators
WP Research Center 1807
In this study, we derive the joint asymptotic distributions of functionals of quantile estimators (the non-parametric sample quantile and the parametric location-scale quantile) and functionals of measure of dispersion estimators (the sample standard deviation, sample mean absolute deviation, sample median absolute deviation) – assuming an underlying identically and independently distributed sample. Additionally, for location-scale distributions, we show that asymptotic correlations of such functionals do not depend on the mean and variance parameter of the distribution. Further, we compare the impact of the choice of the quantile estimator (sample quantile vs. parametric location-scale quantile) in terms of speed of convergence of the asymptotic covariance and correlations respectively. As application, we show in simulations a good finite sample performance of the asymptotics. Further, we show how the theoretical dependence results can be applied to the most well-known risk measures (Value-at-Risk, Expected Shortfall, expectile). Finally, we relate the theoretical results to empirical findings in the literature of the dependence between risk measure prediction (on historical samples) and the estimated volatility.

Keywords: Asymptotic Distribution - Correlation - Measure of Dispersion - Non-linear Dependence - Sample Quantile - VaR

KRATZ M. (BRÄUTIGAM M., DACOROGNA M., KRATZ M.)
Predicting Risk with Risk Measures: An Empirical Study
WP Research Center 1803
In this study we consider the risk estimation as a stochastic process based on the Sample Quantile Process (SQP) - which is a generalization of the Value-at-Risk calculated on a rolling sample. Using SQP’s, we are able to show and quantify the pro-cyclicality of the current way financial institutions measure their risk. Analysing 11 stock indices, we show that, if the past volatility is low, the historical computation of the risk measure underestimates the future risk, while in periods of high volatility, the risk measure overestimates the risk. Moreover, using a simple GARCH(1,1) model, we conclude that this pro-cyclical effect is related to the clustering of volatility. We argue that this has important consequences for the regulation in times of crisis.

Keywords: Risk Measure - Sample Quantile Process - Stochastic Model - VAR - Volatility
Participations à des comités de lecture/Editorial Board memberships

AVISON D.
*Information and Management*
*Information Systems Journal*
*Information, Technology and People*
*International Journal of Accounting and Information Management*
*Journal of Strategic Information Systems*
*Journal of the Association of Information Systems*

CHAN F.
*Information Systems Journal*

CHEVILLON G.
*Revue Économique*

COMYN-WATTIAU I
*Ingénierie des Systèmes d'Information*
*Journal of the British Blockchain Association*
*Management & Data Science*
*Open Journal of Information Systems Systèmes d’Information et Management*

KLOPP Olga
*Bernoulli: A Journal of Mathematical Statistics and Probability*

LJUBIC I.
*Computers and Operations Research*
*European Journal of Operational Research*
*Omega*

MALAURENT J.
*Information Systems Journal*
*Journal of the Association of Information Systems*

O’CONNOR P.
*Cornell Hospitality Quarterly*
*International Journal of Hospitality Management*
*Journal of Hospitality and Tourism Research*
*Journal of Hospitality and Tourism Technology*
*Journal of Information Technology in Tourism*
*Journal of Services Research*
*Journal of Theoretical and Applied Electronic Commerce Research*
*Journal of eCommerce Business*

ONDRUS J.
*Electronic Commerce Research and Applications*
*Information Systems Journal*
*Journal of Information Technology Case and Application Research*

PRAT N.
*Journal of Database Management*

ROMBOUTS J.
*Econometrics and Statistics*
*International Journal of Forecasting*
*Journal of Business & Economic Statistics*
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Magister Juris, University of Oxford

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Habilitation à Diriger des Recherches en Sciences de Gestion, Université Paris-Dauphine
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