

R&D YEARBOOK 2013



Creative thinking makes the difference*

*La créativité fait la différence





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CONTENT

1. PUBLICATIONS	4
1.1. BOOKS & BOOK CHAPTERS.....	4
1.2. ARTICLES PUBLISHED IN REFEREED JOURNALS.....	6
1.3. WORKING PAPERS.....	9
1.4. CASE STUDIES	10
1.5. REFEREED CONFERENCES	11
2. RESEARCH EVENTS ORGANIZED BY ICN BUSINESS SCHOOL	15
2.1. 6TH GECSO CONFERENCE	15
2.2. RESEARCH WORKSHOPS ORGANIZED BY ICN BUSINESS SCHOOL	16
3. DOCTORAL THESIS	19
3.1. HDR DEFENDED IN 2013	19
3.2. DOCTORATES OBTAINED IN 2013	21
3.3. DOCTORAL DISSERTATIONS IN PROGRESS BY ICN FACULTY	22
4. EXPERTISE	26
4.1. MEMBERS OF JOURNAL REVIEWING COMMITTEES	26
4.2. MEMBERS OF CONFERENCE REVIEWING COMMITTEES	27
5. CHAIRS AT ICN BUSINESS SCHOOL	28
5.1. INTERNATIONAL RESEARCH CHAIR IN “ART & SUSTAINABLE ENTERPRISE” (IRCASE)	28
5.2. INTERNATIONAL RESEARCH CHAIR IN “ETHICS & INNOVATIVE MANAGEMENT”	28
5.3. CHAIR IN “BANK/SME & TERRITORIAL COMPETITIVENESS”	29

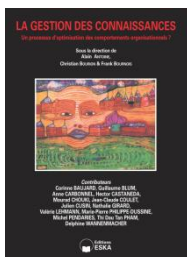
1. PUBLICATIONS

1.1. Books & book chapters

Books

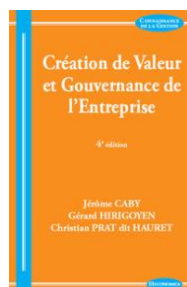
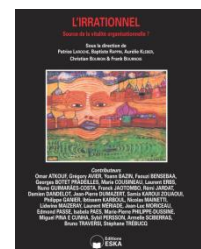
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BOURION, Christian, BOURNOIS, Frank, GROLEAU, Carole, GROSJEAN & Sylvie (2013), Le shadowing et autres pratiques de l'ethnographie organisationnelle, Editions ESKA, Paris, 225 p.



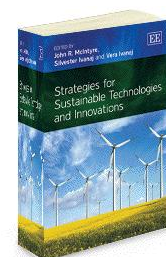
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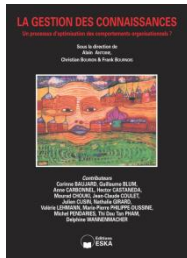


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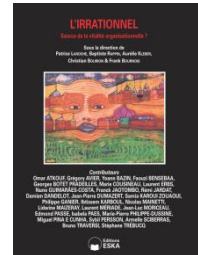


Book Chapters



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BOURION, Christian, PERSSON, Sybil & TRÉBUCQ, Stéphane (2013), L'irrationnel dans l'organisation du temps de travail. Le cas du « Vendredi sans Mail », in Bourion, C., Bournois, F., Kleber, A., Laroche, P., Rappin, B. (2013), L'irrationnel. Source de la vitalité organisationnelle ?, pp. 223-239, Ed. Eska, Paris.



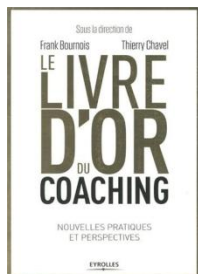
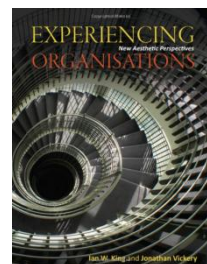
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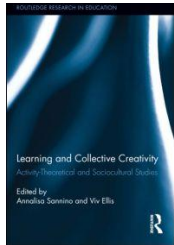
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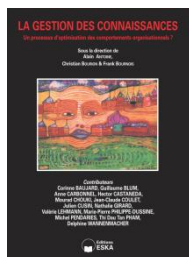
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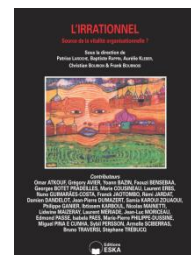
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CARON Marie-Andrée & GENDRON, Corinne (2013), Faire entrer la responsabilité sociale de l'entreprise en démocratie, In *Revue de l'Organisation Responsable*, Vol. 7, No 1/2012, p. 5-17, juillet 2013.



CASTELLANO, Sylvaine, IVANOVA, Olga, MAALAOUI, Adnane, SAFRAOU, Imen & SCHIAVONE, Francesco (2013), Back to the Future: Adoption and Diffusion of Innovation in Retro Industries, In *European Journal of Innovation Management*, Vol. 6, Issue 4, October.

DAGORN, Nathalie, BIOT-PAQUEROT, Guillaume, DIDIERJEAN, Aurélien (2013), Peut-on faire mentir les chiffres ? L'embellissement de l'information financière par la comptabilité d'intention, numéro spécial Fraude et Gestion, In *Revue Française de Gestion*, Hermès-Lavoisier, Paris, Vol. 39, n. 231, pp. 87-101, avril.





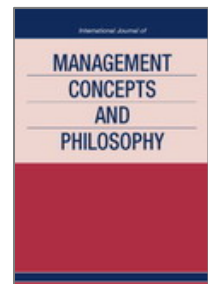
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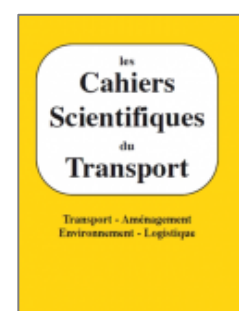
FROELICHER, Thomas & BARES, Franck (2013), L'écosystème d'innovation universitaire de Aalto : une contribution au repérage des acteurs impliqués lors de la phase d'émergence, In *Management International*, Volume 18, n° 1, pp. 153-165, automne.

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HUCK, Nicolas (2013), The high sensitivity of pairs trading returns, in *Applied Economics Letters*, Volume: 20, Issue 14, pp. 1301-1304, July (online), September (paper).

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KOROMYSLOV, Maxime & WALLISER, Björn & ROUX, Elyette (2013), Marques françaises de luxe : effets de la délocalisation de la fabrication et du design sur les évaluations des clients, In *Management International*, juillet-août, 2013.

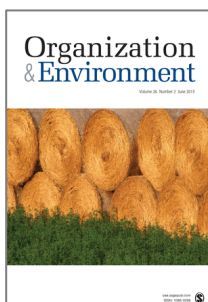
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ALI KAMMOUNA, Mohamed, REZG, Nidhal & ACHOUR, Zied (2013), New approach for air traffic management based on control theory, In *International Journal of Production Research*, October (online).

SHRIVASTAVA, Paul, IVANAJ, Silvester, PERSSON, Sybil (2013), Transdisciplinary Study of Sustainable Enterprise, Special issue on Transdisciplinarity in Corporate Sustainability, In *Business Strategy and the Environment*, Vol. 22, Issue 4, pp. 230–244, May.



SHRIVASTAVA, Paul & KENELLY, James, Sustainability and Place-Based Enterprise, In *Organization & Environment*, Volume 26, Issue 1, pp. 83-101, March.

1.3. Working papers

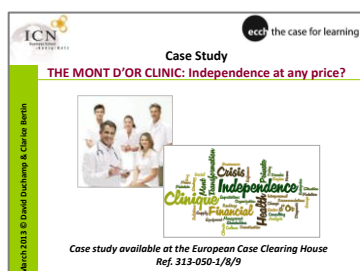
ABDESSEMED, Tamym (2013), Vers une nouvelle gouvernance des établissements d'enseignement supérieur ? Réflexions à travers le cas français, Cahier de recherche du CEREFIGE.

1.4. Case studies



BERTIN, Clarice & DUCHAMP, David (2013), HGD: The Competitive Intelligence Approach in the Service of SME International Development, Centrale des Cas et des Médias Pédagogiques (CCMP), Ref. G1787(GB), Paris, July.

BERTIN, Clarice & DUCHAMP, David (2013), HGD : La démarche d'intelligence économique au service du développement international d'une PME, Centrale des Cas et des Médias Pédagogiques (CCMP), Paris, Réf. G1787, juillet.



DUCHAMP, David & BERTIN, Clarice (2013), The Mont d'Or Clinic: Independence at any price?, The Case Center / ECCH (European Case Clearing House), United Kingdom, Ref. 313-050-1/8/9, March, 7.

REBIERE, Philippe (2013), FNAC : quel plan stratégique pour 2015 ?, Centrale des Cas et des Médias Pédagogiques (CCMP), Réf. G1779, Paris, juillet.



1.5. Refereed conferences

ABDESSEMED, Tamym (2013), Le knowledge management, vecteur de transversalité et de décroisement pour les pratiques/sciences de gestion ?, 6ème colloque GeCSO, Nancy, juin.

AGOSTINI, Bertrand & ABDESSEMED, Tamym (2013), L'usage de l'anglais comme langue d'enseignement et de recherche dans les disciplines du management en France : fatalité ou simple renoncement ? Séminaire d'hiver de la Société Française du Management « Langues, Langages et Management », Paris Dauphine, 7 février.

BARES, Sabrina & KRATZ, Christine (2013), Michel & Augustin : à la conquête du goût !, pour une démarche de co-production avec le client, North American Case Research Association (NACRA), Victoria, Canada, 18 & 19 octobre.

BATTARD, Nicolas & ROBIN, Christelle (2013), Understanding project as a nexus of convergences: An enabler and a boundary spanner. 29th EGOS Colloquium, Montreal, Canada, July 4-6.

BATTARD, Nicolas, DONNELLY, Paul & MANGEMATIN, Vincent (2013), Understanding the emergence of new institutional logics: A boundary story, 29th EGOS Colloquium, Montreal, Canada, July 4-6.

BIGA-DIAMBEIDOU, Mahamadou (2013), Do regional innovation network and their tenants really talk about the same thing?, ACERE (Australian Center for Entrepreneurship Research Exchange) Conference, Brisbane, Australia, February 6-8.

BLAZY, Regis, MARTEL, Jocelyn & NIGAM, Nirjhar (2013), The Choice between Informal and Formal Restructuring: The Case of French Banks Facing Distressed SMEs, American Law and Economics Association (ALEA), Nashville, USA.

BOHAS, Amélie, DAGORN, Nathalie & POUSSING, Nicolas (2013), Une analyse des liens entre types de Green IT et stratégies RSE, 18e Congrès de l'Association Information et Management (AIM 2013), Lyon, France, 22-24 mai.

BOURION Christian, PERSSON Sybil & TREBUCQ Stéphane (2013), Quand le management tourne le dos à la science : le cas du « Vendredi sans mail », 22ème Congrès des IAE, Nice, 12-14 juin.

CASTRO, Walther BL & BENETTI, Cristiane (2013), The Impact of Intangible Assets in the Market Value of Companies that compose the index of Brazilian Stock Exchange, 8th Annual London Business Research Conference, London, UK, July 7-9.

CECARELLI, Agnès (2013), From Social Sciences to Management: Diversity Management to avoid appearance discrimination during the hiring process, EGOS Colloquium, Montreal, Canada, July.

DAGORN Nathalie, BIOT-PAQUEROT G., ZANUSSO A. (2013), Le reporting traduit-il toujours la réalité des faits ? Le cas du reporting sociétal, 34ème Congrès de l'Association Francophone de Comptabilité (AFC 2013), Montréal, Québec, Canada, 31 mai-1er juin.

DAGORN Nathalie, GERAUD T. (2013), Analyse de l'impact de la motivation et de l'émotion sur le management de la connaissance, 6ème Colloque francophone Gestion des Connaissances, Société et Organisations (GeCSO 2013), Nancy, France, 5-7 juin 2013.

DESSERTINE Ségolène & CABY Jérôme (2013), The effects of structural changes in European stock markets. From a rating built through the cycle to a rating used into the cycle, 1st Paris Financial Management Conference, 16-17 décembre.

DUCHAMP, David, LHUILLERY, Stéphane & SIMETH, Markus (2013), RSE et contribution des firmes à la production de connaissances scientifiques, workshop RSE et performances des firmes, École Supérieure pour le Développement Économique et Social (ESDES), Université Catholique de Lyon, 14 mars.

DUCHAMP, David & PERSSON, Sybille (2013), Dynamique intergénérationnelle, logiques mentales et génération de connaissances entre médecins d'un CHU, 6^{ème} Colloque GeCSO (Gestion des Connaissances, Société et Organisations), Nancy, 5-7 juin.

FINSTAD-MILION, Krista, BOZON, Claire, MNISRI, Kamel & BANNISTER, B. (2013), Distance and proximity: How can a remote team leader bridge the gap? Experiential learning through Tacksaari Oy's procurement team, International DSI (Decision Science Institute) and Asia Pacific DSI Conference, Bali, Indonesia, July 9-13. **This paper received The Russell Ching Innovative Education Award.**

GETHNER, S., SCHULZ, Klaus-Peter & LEHMANN, E. (2013), Contradictions as triggers for expansive learning: The development of a nursing pool from a capacity compensation tool to an organizational learning platform, 29th EGOS Colloquium, HEC Montréal, Canada, July 4–6.

GUIMARAES-COSTA, Nuno, PINA E CUNHA, Miguel & REGO, A. (2013), Building Your Self: A Sensemaking Approach to Expatriates' Adjustment to Ethical Challenges, EURAM 13th Conference (European Academy of Management), Istanbul, Turkey, June 26-28.

GUIMARAES-COSTA, Nuno, PINA E CUNHA, Miguel & REGO, A. (2013), Building Your Self: A Sensemaking Approach to Expatriates' Adjustment to Ethical Challenges, International Academy of Business and Management Conference, ISEG, Lisbon, Portugal, April 17-19.

GUIMARAES-COSTA, Nuno & PINA E CUNHA, Miguel (2013), Pessoa "Disquietness" at Work A Liminal Approach to Instrumental Organisational Engagement, Premier Congrès Philosophie(s) du Management : Irrationnels et Organisations, Metz, France, May 15-16.

HOUE, Thierry & GUIMARAES, Renato (2013), A diversity of supply chain management: Towards a geo-explicative model explaining coordination, 13th EURAM Conference (European Academy of Management), Istanbul, Turkey, June 26-28.

HOUE, Thierry & GUIMARAES, Renato (2013), L'apprentissage du lean management par le jeu : vers une évolution de la pédagogie pour faciliter le développement des compétences des apprenants, 6ème GeCSO Conference, Nancy, France, June, 5-7.

HOUE, Thierry & GUIMARAES, Renato (2013), The effect of collaboration on the variety of supply chain design: A framework for a typology, Scientific Conference Logistics and Transport in the Era of XXI Century Globalization, International University of Logistics and Transport, Wroclaw, Poland, September, 23-24.

JACOB LEAL, Sandrine, FAGIOLO, Giorgio, NAPOLETANO, Mauro, ROVENTINI, Andrea (2013), Exploiting the Volume Clock: An Agent-based Model of High and Low Frequency Trading 8th European Meeting on Applied Evolutionary Economics (EMAE), Sophia-Antipolis, June 10-12.

JACOB LEAL, Sandrine, FAGIOLO, Giorgio, NAPOLETANO, Mauro, ROVENTINI, Andrea (2013), Exploiting the Volume Clock: An Agent-based Model of High and Low Frequency Trading, 18th Annual Workshop on Economic Science with Heterogeneous Interacting Agents (WEHIA), Reykjavik, Island, June 20-22.

JACOB LEAL, Sandrine, FAGIOLO, Giorgio, NAPOLETANO, Mauro, ROVENTINI, Andrea (2013), Exploiting the Volume Clock: An Agent-based Model of High and Low Frequency Trading, 19th International Conference on Computing in Economics and Finance (CEF), Vancouver, Canada, July 10-12.

JACOB LEAL, Sandrine, FAGIOLO, Giorgio, NAPOLETANO, Mauro, ROVENTINI, Andrea (2013), Exploiting the Volume Clock: An Agent-based Model of High and Low Frequency Trading Workshop on Heterogeneity and Networks in (Financial) Markets, Marseille, March 21-22.

KRATZ Christine (2013), La pratique des collections exclusives : volonté stratégique vs. comportement des consommatrices, Colloque Sciences et Décision Marketing dans le domaine de la Mode, Mod'Spe, La Sorbonne, Paris, 9 avril.

LHUILLERY, Stéphane & SIMETH, Markus (2013), The Organization of Industrial R&D and Scientific Disclosure, Academy of Management, Florida, August.

LHUILLERY, Stéphane & AVADIKYAN, Arman (2013), Technological innovation, organizational change and product related services, 13th EURAM Conference (European Academy of Management), Istanbul, Turkey, June 26-28.

MNISRI, Kamel (2013), New Directions in Active Learning: Sustainability, Ethics, & Social Entrepreneurship Internationally, Professional Development Workshops, 73rd Annual Meeting of the Academy of Management, Lake Buena Vista (Orlando), Florida, USA, August 9-13.

MURPHY, Eileen & WONG, C (2013), Management Engagement and its Impact on Green Supply Chain Practices, EurOMA 2013 Conference, Dublin, Ireland, June.

PARNAUDEAU, Miia & PAULET, Elisabeth & ABDESSEMED, Tamym (2013), European banks' behavior facing the contemporary subprime crisis: Towards a typology, 3rd International Conference of the Financial Engineering and Banking Society and LabEx, REFI, ESCP Europe Paris Campus June 6-8 June.

PERSSON Sybille (2013), Quelles traverses pour une GRH en écart entre pratique(s) et théorie(s)? Premier congrès Philosophie(s) du management : Irrationnel(s) et Organisations, Metz, 15-16 mai.

SCHULZ, Klaus-Peter, GEITHNER, Silke, KAWAMURA, Takaya, TANAKA-INOUE, Maho (2013), Facilitating change in health care through toolkit based modeling and “serious play”, EURAM 13th Conference (European Academy of Management), Istanbul, Turkey, June 26-28.

SCHULZ, Klaus-Peter, KAWAMURA, Takaya & INOUE, Maho (2013), Playful explication and development of identity, 29th EGOS Colloquium, HEC Montréal, Canada, July 4–6.

THIERY-DUBUISSON, Stéphanie & CHTIOUI, Tawhid (2013), L’effet Janus du contrôle interne ou l’interaction de ses aspects formels et informels, Actes, Colloque ISERAM-IESEG, le Désordre, Une vertu créatrice ?, 11 avril.

TURKI, S., BISTORIN, Olivier et REZG, Nidal (2013), Optimization of a manufacturing system with delivery time and withdrawal right, World Association of Science, Engineering and Technology (WASET) International Congress, Tokyo, Japan, May 30-31.

TURKI, S., BISTORIN, Olivier et REZG, Nidal (2013), Infinitesimal perturbation analysis based optimization for a manufacturing-remanufacturing system, 18th IEEE International Conference on Emerging Technologies & Factory Automation (ETFA’13), Cagliari, Italy, September, 10-13.

2. RESEARCH EVENTS ORGANIZED BY ICN BUSINESS SCHOOL

2.1. 6th GeCSO Conference

After Troyes, Bordeaux, Strasbourg, Clermont-Ferrand and Montréal, the 6th edition of GeCSO Conference -Gestion des Connaissances, Société et Organisations- took place in Nancy in June 2013.



The central theme of the conference was "Knowledge generation in organizations activities." Based on 38 papers selected by the Scientific Committee, the event was a resounding success with French and foreign researchers coming from very diverse disciplinary backgrounds.

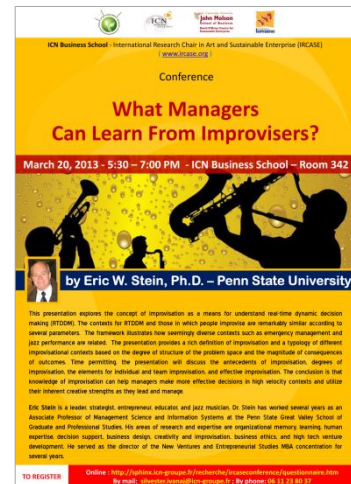
The event was organized by ICN Business School Nancy-Metz, ISAM-IAE Nancy, the CEREFIGE (Research Laboratory in management sciences from the Université de Lorraine), and Telecom Ecole de Management, in partnership with the Association de Gestion des Connaissances dans la Société et les Organisations (AGeCSO, Association of Knowledge Management in Society and Organisations).

2.2. Research workshops organized by ICN Business School



March 21, 2013 | ICN BS Nancy
"IBS Research Forum", run by Javier Flores Zamora and Nuno Guimaraes da Costa. ICN BS

March 30, 2013 | ICN BS Nancy
Conference on "What managers can learn from improvisers?", by Eric W. Stein, Penn State University



July 1st, 2013 | PLG-Nancy
Open Forum on "International Publications", run by Tamym Abdessemed, ICN BS, and Jean-Luc Hermann, CERFIGE

July 10, 2013 | ICN BS Nancy
Midi de la Recherche on "Developing an interdisciplinary research agenda in sustainable development", by Gerlinde Berger-Walliser





July 16, 2013 | ICN BS Metz
Workshop LGIPM-ICN Business School

September 10, 2013 | ICN BS Nancy
Conference on **"Artistic Interventions in Organizations"**, by Ariane Bertoin Antal, Research Unit Cultural Sources of Newness



September 16, 2013 | ICN BS Nancy
Conference on **"Growth of Chinese Immigrant Entrepreneur Businesses: The role of Social Capital, the age of Business and the Ethnic Enclave"**, by Artemis Chang, QUT Business School, Brisbane, Australia

October 22, 2013 | ICN BS Nancy
Conference on **"A Business Ecosystem Perspective on Open Platforms and Outsourcing Relationships"**, by Sridhar Narasimhan, Senior Associate Dean of the Georgia Tech College of Management, Atlanta, GA, USA





November 19, 2013 | ICN BS Nancy
Methodological Workshop on “ATLAS TI, software for qualitative analysis”, by Corinne Gendron, Research Affiliate Professor at ICN Business School

December 6, 2013 | CRI Nancy
ARTEM Research Day on “Creativity, Identity and Performance, coordinated by Silvester Ivanaj, ICN BS



3. DOCTORAL THESIS

3.1. HDR defended in 2013

HDR (Habilitation à Diriger des Recherches) is the French capacitation for supervising doctoral students' research works.

- **Sybillé PERSSON**

Narration and management: Contribution to knowledge of the use of narration in management in the context of support for managers

(Original title: Narration et management : Contribution à une connaissance de l'usage de la narration en management dans le contexte de l'accompagnement des managers)

HDR Coordinator: Eric Pezet

University: University Paris Ouest Nanterre La Défense

Abstract: My works contribute to interdisciplinary knowledge of support in business by means of three levers: coaching, mentoring and training of managers from an anthropological and pragmatic perspective.

One point common to these studies is working on the basis of texts and building on words, integrating knowledge of the ordinary language used by management and support professionals. In this respect, I adopt a theoretical framework known as the narrative approach to organizations. Upstream, the associated epistemological questioning recalls the linguistic turn of Anglo-Saxon philosophy evolving to pragmatic ethics of discussion as outlined by American philosopher Richard Rorty (1931-2007).

The empirical investigation is based on French professional literature on coaching since 1992, Anglo-Saxon academic literature on mentoring since 1975 and an electronic collection of accounts of managers' experiences since 2001. The textual analysis mainly uses a bibliometric-type methodology which is specifically adapted to the nature, the volume and the context of the data processed.

- **Stéphanie THIERY-DUBUISSON**

Audit and internal control: the illusion of governance and control?

(Original title: Audit et contrôle interne : la gouvernance est-elle illusoire ?)

HDR Coordinator: Benoît Pigé

University: University of Burgundy

Defense: May 3, 2013

Abstract: Internal control can be defined by all the means of control available to managers to enable them to master their organization. But the overall level of control has often proved insufficient, especially in the case of frauds, some of them highly publicized and which have shaken global capitalism. Undoubtedly new shocks will occur. McKesson and Robins (1940), Enron (2001), then the Société Générale in 2008: So many different factors and circumstances that led these companies and their directors to bear the full brunt of the consequences of the frauds developed therein.

Mastering the organization, having it under 'control' and being accountable to investors is not only a clear will of the management, but is also an identified request of internal control frameworks as well as a legal expectation (Sarbanes-Oxley Act, Financial Security Act, EU Directives 2006/43/EC and 2006/46/EC). For nearly a century, legislators have systematically been trying to impose numerous regulations in order to respond to the scandals originating from the discovery of frauds and to reassure investors. From the Foreign Corrupt Practices Act to the Treadway Commission, from the Sarbanes-Oxley Act (issued in reaction to Enron) to the implementation of the European Directives and the recommendations of the EU Commission (Green Paper on Auditing, 2010), all the regulations imposed to regulate the life of corporations in a general manner, as well as the financial and accounting professions, especially in the aftermath of crisis moments, prove that legislators are working on successive levels of coercion to achieve an ideal of universal control. These various laws and regulations, which led to the implementation of new formal controls, invariably resulted from the history of the 'affairs', reflecting a willingness to improve company management. They are necessary. No company can expect to ensure its continuity without sufficient investment in its internal controls. The fact that these internal controls are essential does not mean that they are effective enough, hence the feeling that a formal control firewall is powerless against the excesses that everyone has been able to witness. And it is clear that nothing, at least for the moment, has enabled corporations to completely curb the 'affairs' or financial scandals. The illusion of control is given both by the requirements of the various laws and by the current control disclosure, and also by the professional standards (especially those of auditors), which have followed the escalation towards the 'total control' obsession. In this respect, working techniques and standards for statutory auditors

(SAS 99, ISA 240) have been continuously attempting to adapt to the new forms of fraud and have evolved in accordance with the ingenuity of the fraudsters. But this is not sufficient to limit the scandals.

Is the potential control of the corporations in this case illusory? How could we ensure a good level of internal control? Understanding the various aspects of internal control and assessing control systems and their malfunctioning enables one to partially understand the nature of frauds that may be developing in organizations. Our goal here is therefore to show that controlling an organization cannot be limited to the formal aspects of control (hard controls) and that informal aspects (soft controls) are both tricky to define and complementary in order to cover the risks in the most suitable way.

3.2. Doctorates Obtained in 2013

- **Guy DELOFFRE**

Pedagogy of business negotiation: study of cognitive preliminary representations of students, using the method of written storytelling, associated to a qualitative analysis of the collected data through Alceste software.

Thesis Director: Eirick Prairat

University: University of Lorraine

Abstract: This work represents a research about the mental and cognitive representations of the students in a Business School program: research questions, data collecting methods and results. Our objective for this work is to study what students know about negotiation before following a negotiation course. We compare the representations of students with the representations of adult trainees. In order to do this, we use the method of written storytelling, associated to a qualitative analysis of the collected data through Alceste software.

3.3. Doctoral Dissertations in progress by ICN Faculty

- **Patricia APANGU**

Enacting Entrepreneurship: Critical Perspectives on New Venture Creation

Thesis Director: S. Vinnicombe and J. Tobias.

University: Cranfield School of Management

Abstract: Entrepreneurship is largely acknowledged as a lever for economic development, and widely accepted as a wealth creating activity. Few studies have turned their attention to the alternative views of entrepreneurship that question the dominant paradigms present within the field, although the burgeoning field of critical entrepreneurship studies has provoked debate within the traditional domain. This study seeks to further these nascent views through an exploration of how entrepreneurs make sense of their environment in order to evaluate opportunities, pursue ideas, obtain resources and manage their venture.

- **Nicolas BATTARD**

Policy Makers' Influence on the Emergence of a New Scientific Discipline: The Case of Nanotechnology in Ireland.

Thesis Director: Paul Donnelly (Dublin Institute of Technology) and Vincent Mangematin (Grenoble Ecole de Management)

University: Dublin Institute of Technology

Abstract: Science has undergone tremendous changes since World War II with the blurring of boundaries between science, government, and industry, as well as the so-called convergence of scientific disciplines. Nanotechnology is an illustrative example of this phenomenon. Boundaries between all these spheres are challenged, renegotiated, and reshaped under the influence of the multiple actors involved. I question here the extent to which nanoscience and nanotechnology (N&N) are emerging as a new scientific discipline under the influence of science and technology policies. With the study of N&N in Ireland from the late 1990s onwards, a focus is placed on both the macro-meso and meso-micro levels of analysis. Through a comparative case study research design of six research teams, I describe that policy makers have, to a certain extent, restructured the physical boundaries of science to make them conform to the nanotechnology logic, whereas the social and mental boundaries are still ruled by an established-paradigm logic. This is confirmed at the meso-

micro level with the identification of the barriers that scientists with diverse backgrounds face in a multidisciplinary laboratory. Thus, nanotechnology as a general purpose technology has challenged and renewed our theoretical conceptions of technology management by affording possibilities for both radical and incremental innovations. Moreover, even though policy makers are more involved in the scientific activity, they have a limited impact on it by not being able to steer the cognitive structure of science. Boundaries, in these types of organisations, instead of being blurred, are becoming ever more complex.

- **Edina EBERHARDT**

Corporate social and environmental performance measurement

Thesis Director: Jérôme Caby

University: PhD Universa, Ecricome, ICN Business School & Université de Lorraine

Abstract: We investigate corporate social and environmental performance tools in order to seek how social and environmental responsibilities can be inserted into the strategic decision-making processes of corporations. We conduct empirical studies, at an individual level, on the role of financial directors with the contribution of ethics as an intrinsic motivational factor, and, at an organizational level, on the presence and composition of corporate social responsibility committees within the board of directors.

- **Michel MAKIELA**

Transformation of Business Model in an Industry Focused on the Product to Services. Case of the Automotive Industry.

Thesis Director: Xavier Lecocq

University: LEM Lille Economics & Management a joint of the University of Science & Technology of Lille (USTL) & Catholic University of Lille.

Abstract: The automotive industry faces in industrialized countries to a profound questioning of its business model historically structured around the product by manufacturers. We are witnessing the development of new services aimed at optimizing the use of individual transport modes: carpooling, car sharing, self-service vehicles ... The car becomes in this case a component of a range of complementary services for individual mobility to public transport. This paradigm shift gives rise to a

new profession that Operator and brings mobility and the automobile industry of network industries that depend on infrastructure (dedicated parking) and infostructure (information system & trading) in order to produce their final services (traveling with a single mode of transport).

These changes bring the traditional players in the automotive value chain (manufacturers, suppliers, distributors) to cooperate with new players from industry distribution networks for electricity and telecommunications services as well as local authorities.

We propose to study in our doctoral work the process of developing new business models for service mobility aid-vehicle in a context of technological innovation and cross-sector partnerships.

In order to study this complex phenomenon in its context, we took the party to adopt a qualitative method of analysis with the study of a single case in a longitudinal approach.

We have the opportunity to accompany an observer-participant group specialized in automobile maintenance activities in the creation of a new company, called here "CarLink", which aims to position itself as a player in value chain of services offered in vehicles "connected". We are currently in the process of collecting data from observation, participant interviews and semi-structured documents. We intend to mobilize the theory of the actor-network (ANT) as a reading grid to analyze the process of developing the business model.

- **Christophe RETHORE**

A statistical/discursive, corpus-based approach of English/French advertising communication in the automotive industry.

Thesis Director: Dominique Legallois

University: University of Caen Basse-Normandie

Abstract: Our linguistic study of advertising communication aims at identifying trends and milestones in bilingual advertising, following Ballard : « ... si l'on ne peut prédire à coup sûr ce que sera la traduction d'un texte, on peut quand même baliser les possibles à l'intérieur desquels s'exerceront les choix du traducteur » (1995 : 287), because « l'examen comparatif de la production publicitaire traduite atteste l'existence de régularités et de constantes » (Guidère 2000 : 83). For Bruthiaux (1996: 45), these very trends and statements define advertising as a genre.

Our central hypothesis is the existence of a translation distance between English ads and their translations. We modelize this distance at three levels: lexico-semantics, discourse analysis/pragmatics and syntax.

To better understand advertising discourse and limit the number of variables at stake, we focus on automobile advertising, with 14 brands from 3 countries:

- Germany (BMW, Mercedes-Benz, Volkswagen) ;
- USA (GM, Chrysler, Ford, and their sub-brands) ;
- Japan (Toyota, Honda et Nissan, and their luxury brands Lexus, Acura and Infiniti, and Mazda).

The literature review summarizes the linguistic research undertaken about advertising, with various approaches: descriptive linguistics, discourse analysis, semiotics and rhetorics/stylistics, starting with the pioneer works of Leech (*The Language of Advertising*, 1966) and Halliday et Hasan (*Cohesion in English*, 1976).

4. EXPERTISE

4.1. Members of journal reviewing committees

ICN Researcher	Journal
Stéphanie ARNAUD	Revue de Gestion des Ressources Humaines
Nicolas BATTARD	Technological Forecasting and Social Change
Cristiane BENETTI	Benetti Revista de Contabilidade e Finanças Revista Eletrônica de Ciência Administrativa Revista ABCustos Revista Brasileira de Gestão de Negócios Revista de Administração Mackenzie
Jérôme CABY	Finance-Contrôle-Stratégie Management International Revue Française de Gestion
Nathalie DAGORN	Systèmes d'Information et Management
Thierry HOUE	Logistique et Management Logistics & Transport
Sandrine JACOB LEAL	Journal of economic interaction and coordination
Stéphane LHUILLERY	Research Policy Economics of Innovation and New Technologies International Journal of Business Innovation and Research
Sybille PERSSON	Revue Internationale de Psychosociologie et de Gestion des Comportements Organisationnels @grh Recherches qualitatives International Journal of Mentoring and Coaching
Philippe REBIERE	Social Responsibility Journal
Klaus-Peter SCHULZ	Management Learning

4.2. Members of conference reviewing committees

ICN Researcher	Conference
Stéphanie ARNAUD	Congrès Annuel de l'AGRH
Cristiane BENETTI	Congresso USP de Controladoria e Contabilidade
Jérôme CABY	12ème Congrès International de Gouvernance
Nathalie DAGORN	Association Information et Management (AIM 2013)
Krista FINSTAD-MILION	International Decisional Sciences Institute and Asia Pacific DSI, Bali 2013 (Reviewer and HR Track Chair)
Thierry HOUE	AGRH 2013 EURAM 2013 GeCSO 2013
Silvester IVANAJ	AGRH 2013 IADIS 2013
Sandrine JACOB LEAL	16 th Conference of the Swiss Society for Financial Market Research (SGF)
Christine KRATZ	North American Case Research Association (NACRA) 2013
Nuno GUIMARAES da COSTA	EURAM 2013 EGOS 2013
Sybille PERSSON	AGRH 2013 GECOS 2013
Klaus-Peter SCHULZ	Organizational Learning Knowledge and Capabilities EURAM

5. CHAIRS AT ICN BUSINESS SCHOOL

5.1. International Research Chair in “Art & Sustainable Enterprise” (IRCASE)

Held by Professor Paul Shrivastava, Director of the David O’Brien Centre for Sustainable Enterprise, this chair explores the use of the arts and art-based methods for understanding enterprise sustainability. It examines the dynamic relations between art, aesthetics and sustainable development of organizations.

Art influences the sustainability of companies through architecture, aesthetics of work-spaces, design of products and services, design of work and

organizational systems, graphic art in advertising, and arts-based training methods. Self-expressiveness and authenticity that are hallmarks of art can also enhance organizational productivity and employee motivation.

Sustainable organizations need arts to enhance employee creativity, innovation, attract creative workers, improve worker satisfaction, design eco-friendly and innovative products and services. Arts also allows us to study those aspects of organizational sustainability which are a strength of aesthetics inquiry, such as sensory and emotional experiences often ignored in traditional management studies.

More details on IRCASE website: <http://www.ircase.org/>



5.2. International Research Chair in “Ethics & Innovative Management”

Led by Professor David Wasieleski, the International Research Chair in “Ethics and Innovative Management” is a trans-disciplinary collaborative project involving the promotion of long-term ethical behavior in organizations through creative managerial strategies. Building off an ongoing research agenda through the ICN Business School, the chair is designed to help businesses achieve a duality of innovation and ethics. Current Western management paradigms typically treat ethics as incompatible with creativity and change. One of the purposes of the chair is to reject this ‘separation thesis’ and provide alternative approaches to nurturing ethical innovation. Utilizing insights from fields as diverse as the arts, cognitive neuroscience, evolutionary biology, and classic Eastern philosophies, new ways of thinking are developed to advance management theory. In the spirit of ARTEM, the intention of the Research Chair is to integrate cross-functional research that creates a unifying concept of ethics and innovation and generates opportunities for practitioners to more effectively adapt to change over time.



5.3. Chair in “Bank/SME & Territorial Competitiveness”

Created in late 2012 the Chair in Bank / SME & territorial competitiveness is driven by Nirjhar Nigam, Professor at ICN Business School. It aims at conducting research work on how banks and SMEs can build relational configurations allowing them to anticipate, to cope with and manage the risk of bankruptcy, and more generally to

consider positive trajectories of recovery and development. The objective is also to understand the role of these configurations in the ability to anchor and develop activities in territorial terms.

The project focuses on two areas of research, each related to the credit risk borne by banks. The first area concerns the determinants of the decision to grant credit. The second theme focuses on the interrelationships between commercial banking units and recovery services. The study of the relevance and quality of the information collected during the analysis of credit is a question often discussed in the literature, but rarely analyzed in a systematic and comprehensive manner. With the information supplied through the CELCA, we would fill the gap of the literature. The study will benefit both CELCA and SMEs and would be a contribution towards banking and financing literature.

Pedagogically the Chair develops original teachings on the subject. CELCA employees are closely associated in these teaching and scientific activities.

Among the main topics discussed: formal or informal restructuring of SMEs in difficulty, the impact of the legal framework on restructuring process, bank behavior toward SMEs in difficulty and their survival, and the territorial competitiveness and the relationship between banks / SMEs.





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