R&D YEARBOOK 2013

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ICN Business School

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1. PUBLICATIONS

1.1. Books & book chapters

Books


Book Chapters


1.2. Articles published in refereed journals


### 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


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.

1.5. Refereed conferences

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


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.


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


DESSERTINE Ségoîlène & 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 mentorales et génération de connaissances entre médecins d’un CHU, 6ème 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.


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.


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.


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.


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


2. RESEARCH EVENTS ORGANIZED BY ICN BUSINESS SCHOOL

2.1. 6th GeCSO Conference


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, CEREFIGE

July 10, 2013 | ICN BS Nancy
Midi de la Recherche on “Developing an interdisciplinary research agenda in sustainable development”, by Gerlinde Berger-Walliser
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<tr>
<th>Date</th>
<th>ICN BS Location</th>
<th>Event Title</th>
<th>Presenter(s)</th>
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<tr>
<td>July 16, 2013</td>
<td>ICN BS Metz</td>
<td>Workshop LGIPM-ICN Business School</td>
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<td>September 10, 2013</td>
<td>ICN BS Nancy</td>
<td>Conference on “Artistic Interventions in Organizations”, by Ariane Bertoin Antal, Research Unit Cultural Sources of Newness</td>
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<td>September 16, 2013</td>
<td>ICN BS Nancy</td>
<td>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</td>
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<tr>
<td>October 22, 2013</td>
<td>ICN BS Nancy</td>
<td>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</td>
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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.

- Sybille PERRISON

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.
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

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<tr>
<th>ICN Researcher</th>
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<tr>
<td>Stéphanie ARNAUD</td>
<td>Revue de Gestion des Ressources Humaines</td>
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<td>Nicolas BATTARD</td>
<td>Technological Forecasting and Social Change</td>
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<tr>
<td>Cristiane BENETTI</td>
<td>Benetti Revista de Contabilidade e Finanças</td>
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<td>Revista Eletrônica de Ciência Administrativa</td>
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<td>Revista ABCustos</td>
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<td>Revista Brasileira de Gestão de Negócios</td>
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<td>Revista de Administração Mackenzie</td>
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<td>Jérôme CABY</td>
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<td>Nathalie DAGORN</td>
<td>Systèmes d'Information et Management</td>
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<td>Logistique et Management</td>
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<td>Logistics &amp; Transport</td>
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<td>Sandrine JACOB LEAL</td>
<td>Journal of economic interaction and coordination</td>
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<td>Stéphane LHUILLERY</td>
<td>Research Policy</td>
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<td>Economics of Innovation and New Technologies</td>
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<td>International Journal of Business Innovation and Research</td>
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<tr>
<td>Sybille PERSSON</td>
<td>Revue Internationale de Psychosociologie et de Gestion des Comportements Organisationnels</td>
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<tr>
<td>Philippe REBIERE</td>
<td>Social Responsability Journal</td>
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<td>Klaus-Peter SCHULZ</td>
<td>Management Learning</td>
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### 4.2. Members of conference reviewing committees

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

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

Hold 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.