DBA Alumni and their Research

20TH ANNIVERSARY
The DBA at Grenoble Ecole de Management
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Grenoble
Ecole de Management
Established in 1984 by Grenoble’s Chamber of Commerce and Industry, Grenoble Ecole de Management is one of the best management schools in France and in Europe (within the French top 6 and the European top 20). Each year, approximately 6,600 students and executives complete one of the 50 national and international programs from the undergraduate to the doctoral level on offer at Grenoble Ecole de Management. The School counts more than 18,000 alumni and 7,000 business professionals taking part in its development.

**One Institution - Three Accreditations**

Accredited EQUIS, AACSB and AMBA, a member of the Conférence des Grandes Écoles, and repeatedly ranked in international and national publications, Grenoble Ecole de Management is one of only a few business schools worldwide to hold the triple accreditation crown – a confirmation of the quality of its many activities.

**Expertise in Management of Technology and Innovation**

Based in Grenoble, an innovation city, Grenoble Ecole de Management has developed exceptional expertise in Management of Technology and Innovation. Thanks to this unique specificity, the School is a founding member of the world-class innovation campus GIANT (Grenoble Innovation for Advanced New Technologies) alongside CEA, CNRS, ESRF, EMBL, ILL, Grenoble Institute of Technology and Université Joseph Fourier.

**International Excellence in Research**

Grenoble Ecole de Management’s publications shed light on the different aspects of Management of Technology and Innovation, the strategic positioning of the School. It numbers eight institutes and research centers and 330 doctoral students.

**The International Touch of GEM**

Grenoble Ecole de Management trains students in ten global off-site campuses in China, Georgia, Lebanon, Morocco, Russia, Singapore, Switzerland, the United Arab Emirates, the UK, the USA. It has 159 partner institutions and 2,500 international students.

**One Institution - Four Schools**

Grenoble Ecole de Management brings together four schools:

- **The Doctoral School**, which delivers the doctoral programs;
- **Ecole Supérieure de Commerce** (ESC Grenoble), the French Grande Ecole school of Management;
- **Grenoble Graduate School of Business (GGSB)**, the international school which delivers programs in English;
- **Ecole de Management des Systèmes d’Information (EMSI)**, an Information Systems Management school.
On July 1st 2006, Grenoble Ecole de Management inaugurated its own doctoral school, an administrative structure in charge of developing and managing the doctoral programs.

Since 1993, Grenoble Ecole de Management has concentrated on DBA programs. Accredited by AMBA (Association of Masters in Business Administration) and fully recognized by AACSB (Association to Advance Collegiate Schools of Business) and EQUIS (European Quality Improvement System of the European Foundation for Management Development), the Grenoble Ecole de Management DBA is organized in five countries: France, the United States of America, Switzerland, Lebanon and China. A Joint DBA degree is also offered in the United Kingdom. A DBA program shall open in India in 2013 as well as a joint degree with Scuola Superiore Sant’Anna in Pisa, Italy. Between 2010 and 2012, the Doctoral School decided to close its programs in Saudi Arabia and Abu Dhabi.

In September 2009, after delivering a DBA program for over 15 years, Grenoble Ecole de Management opened a PhD in Business Administration in Grenoble.
The DBA

The DBA program at Grenoble Ecole de Management offers senior managers, independent consultants and senior academics an opportunity to leverage their careers and/or to make a transition into the highest levels of academia.

This four-year part-time program is designed to ensure that students carry out long-term research projects that are highly relevant to management practice and based on up-to-date scientific knowledge. Their research will make academically-recognized intellectual contributions in the fields of technology, innovation and organizational change, thus providing private and public organizations with doctoral work that address their practical and policy needs.

Grenoble Ecole de Management offers two types of DBA degrees:

• One single degree awarded by Grenoble Ecole de Management and delivered in different locations (China, France, Lebanon, Switzerland, USA);

• The “Joint DBA degree” between Grenoble Ecole de Management and Newcastle University Business School, one of the UK’s top twenty research-led universities.

The PhD

The PhD program at Grenoble Ecole de Management aims at educating scholars who will become faculty members in leading international business schools or universities. It is a four-year full-time program, designed to ensure that students are involved very early on in research and develop a solid publication record during their PhD studies. Formal training is complemented by regular research seminars, in which leading experts from GEM and other universities present and discuss their latest research results.

Partner Institutions of the Doctoral School (2013):

• School of Economics and Management, Tongji University (Shanghai, China);
• Sun Yat-sen University, Sun Yat-sen Business School (Guangzhou, China);
• Scuola Superiore Sant’ Anna (Pisa, Italia);
• Institute of Management Technology (Ghaziabad, India);
• Lebanese Canadian University (Aïntoura – Kesrouan near Beirut, Lebanon);
• Webster University (Geneva, Switzerland);
• Newcastle University Business School (UK);
• California State University (Northridge, USA).
The Doctoral School Team

Headed by Dr. Mark Smith, Director, and Dr. Jean-Jacques Chanaron, Scientific Director, the Doctoral School team is composed of academic and administrative staff working in close collaboration to manage the DBA and PhD programs.

Academic Staff

Mark Smith

Director of the Doctoral School, Professor of Human Resource Management

Mark Smith is Director of the Doctoral School and Professor at Grenoble Ecole de Management. He previously worked at Manchester Business School and has carried out research work for a number of European and National institutions. He is a member of the coordinating team for the European Network of Experts on Gender Equality (ENEGE), a similar role he undertook for the European Commission’s Expert Group on Gender and Employment (2008-2011). He is also a member of the editorial board of Work, Employment & Society. His interests focus on labour market outcomes of individuals and organisations including working conditions, working-time, and work-life integration. He has authored or co-authored over forty books, book chapters and journal articles. His most recent books include Business Ethics - A critical approach: integrating ethics across the business world (with Patrick O’Sullivan and Mark Esposito, published by Routledge in 2012) and Gender and the European Labour Market (with Francesca Bettio and Janneke Plantenga, also published by Routledge in 2013).

Jean-Jacques Chanaron

Associate Dean and Scientific Director of the Doctoral School, Director of AQ Bridge program and Senior Professor of Management and Behavior

Dr. Jean-Jacques Chanaron is currently Research Professor with the French National Centre for Scientific Research (CNRS) and the Associate Dean & Scientific Director of the Doctoral School at Grenoble Ecole de Management.

Jean-Jacques has published extensively via books, articles in peer-reviewed journals and conference papers in Industrial Economics, Economics of Innovation and Technology Management since 1973 when he received his PhD at the University of Grenoble. He receives a HDR (Habilitation) in Economics in 1994. In 1993, he founded the DBA at Grenoble Ecole de Management. In April 2004, he was granted the IAMOT (International Association for the Management of Technology) award for research excellence in Technology and Innovation Management in Washington D.C.
Dimitris Assimakopoulos

Director of the Joint DBA with Newcastle University, Senior Professor of Information Systems and Technology Management

Dr. Dimitris Assimakopoulos is Professor of Information Systems & Technology Management, Founder and Director of the LINC Lab, and Director of the Joint DBA Program at Grenoble Ecole de Management. He holds an HDR in Economics from the University of Grenoble and a PhD from the University of Sheffield, England. Dimitris has also been a Visiting Scholar in Sociology at Stanford University, California. The broad area of his research is social and organizational informatics with particular emphasis on the emergence of new technological communities across organizational and national boundaries, and informal collaboration networks fostering innovation in IT.

He has been invited to present his research in specialist meetings organized by the European Commission, the European Science Foundation, the UK Economic and Social Research Council, the French National Centre for Scientific Research (CNRS), and the US National Science Foundation.

Corinne Faure

Director of the PhD program, Senior Professor of Marketing

Dr. Corinne Faure, an ESSEC graduate, PhD in Marketing from the University of Florida, joined Grenoble Ecole de Management as a Marketing Professor in September 2011. Her international career has previously taken her to France (HEC and ESSEC Business School), Germany (European Business School and Goethe University Frankfurt), and the USA (Virginia Tech). Her research interests are in the area of new product development, energy consumption, green marketing, and research methods.

Her work has been published in the International Journal of Research in Marketing, the Journal of Product Innovation Management, and Recherche et Applications en Marketing. She serves as a reviewer for numerous international journals and conferences.
Jie Yan

**Director of the DBA programs in China, Professor of Management and Technology**

Dr. Jie Yan is Associate Professor and Director of DBA Program China at Grenoble Ecole de Management. His research focuses on innovation management, entrepreneurship and strategic application of information technology. He has published articles in R&D management, International Journal of Technology Management and International Journal of Information Technology Management. He has taught a variety of courses on management information systems and quantitative research methods at undergraduate and graduate levels. He is the Associate Director of LINC Lab at GEM and Visiting Researcher at China Institute of Science and Technology Policy, Tsinghua University, China. He received his Bachelor degree in Mechanical Engineering and Master degree in Management Science from Tsinghua University, China, and Ph.D. degree in Management from Hull University, England.

Michel Polski

**Director of the DBA programs in France, Professor of Marketing**

Dr. Michel Polski is professor of Marketing at Grenoble Ecole de Management. After graduating from the Business School of Nantes (France), he studied at the Ohio State University (Columbus, OH). He worked in the retail industry in the marketing and merchandising department of Carrefour. He defended his PhD in Business Administration at the University of Strasbourg (France) in 1999 on the topic “Temporal Structure of Industries, a comparative study of Retailing and Aeronautics”. He supervises several DBA students and teaches marketing and qualitative methodology in various partner institutions abroad, especially in China and in Arabic-speaking countries.
Valérie Sabatier

*Director of the DBA programs in Switzerland and the USA, Professor of Strategy*

Dr. Valérie Sabatier is Professor of Strategy and the Director of the Grenoble Ecole de Management DBA Program in the USA and Switzerland. Her research interests are in the area of corporate strategy and industries’ evolutions. In particular, she works on business model portfolios and strategic disruptions. She publishes in international peer-reviewed journals including Long Range Planning and Technological Forecasting and Social Change; she has twice received awards from the Drug Information Association. She obtained an MSc in Biochemistry and an MSc in Management Sciences. She completed a PhD in corporate strategy on technological discontinuities and business models where she analyzed the transformation mechanisms in the pharmaceutical industry.

Laurent Tournois

*Director of the DBA programs in Lebanon, UAE and Saudi Arabia, Professor of Marketing*

Dr. Laurent Tournois DBA Program Director and Marketing Professor at Grenoble Ecole de Management, France. During his PhD studies, he worked with Dr. Michel Montebello (IAE, Aix-en-Provence) on Customer Value Creation Strategies. His research interests are in the field of creating customer value through offensive and defensive management, proactive cannibalization processes and proliferation/differentiation strategies mainly in mature markets. He previously worked as a European Brand Manager at L’Oréal. In addition, he has consulted for a variety of companies at board level, including Reed Exhibitions, Arcelor-Mittal, Paris Chamber of Commerce, L’Oréal France CPD Division, etc. with a focus on improving competitiveness of branded-product portfolios. He recently published an article in the peer-reviewed Journal of Business Strategy.
Serena Rovai

*Director of the Europe-Asia Center for Management and Innovation, DBA program Director*

Dr. Serena Rovai is Director of the Europe-Asia Centre for Management and Innovation at Grenoble Ecole de Management and DBA program Director. She is also Director of the MSc in Fashion, Design and Luxury Management for GEM Grenoble and London campuses. Serena is part of the faculty focusing on teaching Luxury Brand Management with a specific emphasis on Luxury Industry New Trends and Developments in Fast-Growing Markets. Her expertise focuses on the Chinese market and the clients attitudes and cultural behavior.

She holds a Doctorate of Business Administration. Her papers have been published in management and scientific journals such as the International Journal of Human Resources Development, IO Management Magazine, Economia e Management (SDA Bocconi University) and presented to international conferences such as the IAMOT, EIASM, EFMD, CAMOT. She has lived in different countries in the Middle East and Asia, including China, for the past 10 years. She speaks Mandarin fluently, amongst other languages.
Administrative Staff

Nadège Friess  
*DBA Programs Administrator - (China and Lebanon), Ph.D Program Administrator*

Stella Lishman  
*DBA Administrator and Coordinator DBA Grenoble-Newcastle*

Isabelle de Menou  
*DBA Programs Administrator - (Switzerland and the USA), AQ Bridge Program Administrator*

Ruta Simonaviciute  
*DBA Programs Administrator - (Grenoble)*

Delphine Vidal  
*Marketing and Quality Coordinator*
DBA

THE

DBA

EXPERIENCE
Why a Doctoral School in a French Business School?

If MBAs are must-haves, Ph.D.s separate leaders from challengers. [...] Influence through research is definitely the most expensive, but also the most sustainable and decisive competitive advantage. (Xerfi, October 2010)

A doctoral school in a French business school does not happen by itself.

1. The mission of business schools has long been confined to the employability of students. To be quite clear, even 15 years ago, research in business schools was rare and, except for the best business schools, non-existent.

2. Only French public universities are entitled to award doctorates, and they have closely guarded this privilege which seems to be inherited from another century. The resulting crisis in French public universities has provoked soul-searching and remains a barrier for business schools.

3. Research in management is often criticized as too disconnected from the realities of business, and often can be read and understood only by a handful of faculty.

In reality, progress has been made to overcome these three points.

1. It is now recognized that the mission of business schools “consists in providing the best possible business education to students in contributing to knowledge in management science” (Xerfi, October 2010).

2. To circumvent the monopoly that French universities have in doctorates, business schools have innovated, aligned with international standards, and are currently developing Ph.D. and DBA programs that are recognized by the best international organizations (AACSB, EQUIS, AMBA).
3. If research must be rigorous, research in management must also be relevant and provide the best possible return for business schools’ main stakeholders:

- Companies and the business community, the primary stakeholders of business schools, through the ability to improve their performance;
- Alumni through lifelong learning;
- Students through the education of generations of entrepreneurs, managers and leaders by providing cutting-edge knowledge in management sciences;
- Society, in the broadest sense, through the capability to maintain the competitiveness and the employability of the workforce in a global economy which takes into account emerging economies;
- The academic world by bringing new pieces to the puzzle of dynamic knowledge creation;
- Professors through encouraging publication and the development of research culture alongside Ph.D. and DBA students – an essential requirement for doing high-level research.

Above and beyond all, a Doctoral School for Grenoble Ecole de Management is essential if we want to establish a virtuous circle: attracting brilliant students, hiring the best professors, serving our stakeholders to the very best of our capabilities and, as result, successfully consolidating our position among the top European business schools.
Knowledge Factory and Doctoral Shortage

Business education has developed dramatically since the mid-1980’s and on any given day, there are approximately 100 million people learning its principles. It has transformed from an elective into a discipline unto itself and its development is no longer restricted to academic institutions.

The rise in business education has seen the coevolution of another issue: the shortage of faculty in this field, and, particularly, of highly academically qualified doctors.

Studies from AACSB have shown that the gap between current resources and needs is as great as 1,000 doctors in North America. An equal gap exists in Europe. The need for new faculty to staff the more than 12,000 business education institutions worldwide will find a solution only if, on the one hand, innovation is introduced into the process of teaching and doing research, and into the process of educating academics on the other. Massive Open Online Courses (MOOCs) are radically changing knowledge delivery and faculty profiles by promoting a broader diversity of academic skills. There is a need for professionals able to teach in a blended way - face to face and distance learning - and create intellectual contributions - articles, case studies, websites - by rapidly adopting corporate practices deployed in Executive Education seminars, for example.

The second change in the business education world concerns the creation of relevant and rigorous knowledge. The process of research in our field is challenged by the corporate world, which argues that the priority given to research fundamentals during these last three decades has reduced the relevance of outcomes. “Business schools, thanks to ranking and accreditation rules, focus more on academic research publications and not enough on applied issues”¹. This position has triggered a debate among the business school faculty and governance which may be summarized:

Business is not a science, but a problem-solving process using scientific methodologies from the social, human, life, and hard sciences. It is a recombination of existing knowledge that helps improve business processes. Business education’s focus on applied research has much in common with medical and engineering training, which emphasizes the contributions of applied research for societal good.

One consequence of this evolution may be that business schools will reinvest in the field of applied investigation, while continuing basic research participation – a twofold evolution that benefits all stakeholders in the business community.

¹ Extract from “Impact of Research Report” AACSB 2012
A second outcome may be that research and intellectual contributions will be structured in the field of business the way that such work has traditionally been produced in the hard sciences. This transformation from academic activity to knowledge factory will give a more precise image of the contribution of research in business and management to the improvement of company performance and society at large.

Grenoble Ecole de Management began its contribution to doctoral education 20 years ago by promoting a revolutionary idea at that time, the DBA (Doctorate in Business Administration). This doctoral work, based on real issues faced by businesses, has led to hundreds of intellectual contributions. The DBA also provides business schools with newly qualified academic staff. These doctoral graduates have well-rounded curricula vitae featuring a doctoral degree, a dissertation, and relevant professional experience. The DBA has now reached maturity and is an active knowledge factory and a provider of diversified academic profiles.

Fulfilling these two objectives is now a reality at Grenoble Ecole de Management, to the great satisfaction of our DBA fellows. They are prepared to work in a new academic environment where teaching and investigative methods have changed; just like society, students and knowledge have changed to adapt to new paradigms.
The Social Contribution of the DBA

Management, as an entity of knowledge, must resolve the impossible contradiction between certain branches of human and social sciences which are often very abstract, and omnipresent operational demands. Should pragmatism dominate because of the incredible resonance of the principle of immediate appeal or should reflection, higher considerations and theorizing permit the pursuit of an ideal over the long term?

The DBA program attempts to reply to this impossible dilemma. It is addressed mainly to economic players already holding positions of responsibility; it aims to lead them towards integrating a range of knowledge which should guide their decisions. Beyond the obvious fact that we are living in a complex world, it is undeniable that the economic and social environment is rapidly changing. What is true today will not be true tomorrow, and we already see the symptoms. However, the foundations are indeed stable. Although the common view exaggerates the idea of change, human, social and economic dynamics are surprisingly constant, while appearance tends more and more to favor the essential. Only by looking from above, mastering the theoretical aspects, and being firmly able to step back can the decision-maker surpass the superficial, the veneer, going beyond this path of uncertainties which are often so learnedly pronounced.

Understand the dynamic of change, appreciate and measure the invariables which dictate the movement on the surface, recognize the transformations in structures - all aimed at perfecting the decision - this is the objective of the DBA program. With nearly twenty years’ experience, an outstanding environment and an international team of exceptional quality this is, I am sure, one of Grenoble Ecole de Management’s most rewarding social contributions.
The DBA Contribution to the Virtuous Cycle of Research Culture

This second edition of the Doctoral Knowledge Factory guide is an important milestone in the consolidation of a high-level research culture at Grenoble Ecole de Management. Not only does this culture foster high-quality output in terms of intellectual contributions, it is also responsible for the production of cutting edge content for management education. It is a virtuous cycle whereby benefits are felt by researchers, practitioners and students alike.

Grenoble Ecole de Management has worked hard to promote this culture. It has created a quality framework that ensures that research is strongly established in and well supported by the daily operations of the school. It has also worked at creating a system of encouragement and support to help talented researchers, whether at the beginning of their career or further down the line, to have access to all of the resources necessary for the advancement of their work.

The doctoral programs at Grenoble Ecole de Management have been recognized internationally by their peers through diverse evaluation exercises and accreditations (EQUIS, AACSB, AMBA), all of which attest to the quality of the programs and their output. These labels are also proof of the strongly embedded spirit of continuous improvement which continues to pervade throughout the programs.

This directory serves as a reference for the intellectual production of the DBA program graduates and as a means for both educators and the corporate sector alike to look for high level reflection and response concerning the business challenges facing us today.
The 20th Anniversary of the Grenoble DBA Program

The DBA Program at Grenoble Ecole de Management is celebrating its twentieth anniversary this year. Created in 1993 as a response to an increasing demand for a doctorate, the highest qualification in management, the Grenoble Ecole de Management DBA has become a reference in the academic community through its international development, and its achievements driven by scientific rigor and managerial relevance.

This book is the second edition of the Doctoral Knowledge Factory guide. It has the following objectives:

1. To introduce all DBA graduates with their up-to-date biography and list of publications;
2. To showcase the intellectual contributions to management science and practice directly derived from doctoral research;
3. To contribute to the development of the doctoral alumni community;
4. To demonstrate the outcome and benefits of a DBA to potential applicants;
5. To participate in the development of a knowledge factory where policy-makers and managers can search for ideas and solutions to their real-world problems.
DBA graduates have produced 668 intellectual contributions since the program’s opening in 1993 up to the end of November 2012\(^1\). Despite coverage of a very large range of management disciplines and topics, DBA graduates greatly contributed to the reputation of Grenoble Ecole de Management and to its widely recognized specialization in technology and innovation management. This is clearly illustrated by the book edited by Chapelet & Le Berre and published in March 2012, entitled *Producing New Knowledge on Innovation Management*. (Chapelet & Le Berre, 2012)\(^2\). A second book in this series, entitled *Producing New Knowledge on Entrepreneurship*, will be published in 2013. The long-term objective of the series is to develop knowledge embedded in the doctoral knowledge factory, benefiting the academic community as well as the business community and policy makers.

It is obvious that the DBA graduates are highly and increasingly productive. They fully demonstrate that the program is a top quality doctorate and deserves its international recognition.

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1 Including confirmed forthcoming publications.
Advice for New DBA Candidates: Eight Ideas from Experience

By Jim Pulcrano
DBA Switzerland 2012 Graduate

It would be presumptuous of me to offer advice or a recipe for success to doctoral students. I can speak only of my experience. In any case, here are some ideas from someone who has been through the rigors of the DBA program:

1. Have a clear idea of why you are doing a doctorate. Why is your research question interesting to you? Ensure that your research question is not too broad, and that a negative answer to your question will not be disappointing to you.

2. Understand that you are learning to do rigorous research; that is the goal of your doctorate – the answer to your research question is secondary.

3. Keep track of everything you do. Create a system so that all your ideas, readings, notes, questions, and data are easily accessible. You will also want some kind of reference and filing system. This will help you when it is time to write, as you will certainly be overwhelmed, tired and fighting deadlines.

4. Test your research question and methodology with people who know how to do research and who know your domain. Don’t be afraid to do this, and do it early, even if there is a risk that you may have to start from scratch. Better early than late. Likewise, do not try to do this by grabbing an hour here and there. After the literature review, block out at least a day at a time for your research.

5. Visit your advisor and anyone else on the GEM faculty who is willing to help you. Don’t try to do it all by email, Skype and phone. Go see them. Repeatedly.

6. Write down your ideas instead of just playing with them in your head. As the saying goes, “Writing is God’s way of showing us the messiness of our thoughts.”

7. When you get lost in your research, be happy, because that probably means you are on the cusp of the unknown. This is where you should be.

8. Believe in yourself, but make sure there is someone close to you who believes in you and tells you so on a regular basis.
I had the pleasure and honor of contributing to the development of the Doctoral School from 2006 to March 2013. I started as the program director of the programs organized in Switzerland with Webster, in Lebanon with the Lebanese Canadian University, and in the USA. I also led the Doctoral School in 2012 and 2013. Throughout this journey, I continued to teach research methodologies and to supervise DBA students.

What amazed me the most? Probably seeing candidates graduating after three to five years of a rich journey. All started with excitement, continued with conscientiousness, and finally ended their program with emotion and obviously, deep knowledge and expertise on their research topics. I was also very impressed by GEM’s ambition for the DBA program and the strong involvement of the Doctoral School team of program directors and administrators. Thank you all for the pleasure you gave me. I know that Dr. Mark Smith, recently appointed as the new Doctoral School Director, has the same feeling: we do a wonderful job…

By Benoit Aubert,
Associate Dean, Marketing and Development Director
Former Doctoral School Director
Grenoble Ecole de Management

What a Wonderful Job!
The Doctorate of Business Administration at Grenoble Ecole de Management was both a strategic and tactical program that allowed me to create a specific body of knowledge to propel my future career aspirations. On the strategic side, I wanted to position myself in a way that provided value and genuinely contributed to academic efforts. On the tactical side, I wanted to acquire skills and knowledge that I could deploy in both academic and private sector practices. I chose Grenoble Ecole de Management DBA because of this, in addition to the strong accreditation and the particular expertise of the research teams in my field.

On the strategic front, the degree allowed me to become versed in the language and process of research, and has been invaluable in the progression of my career at The University of Texas at Austin. I came to UT after 20 years in the private sector, and was not familiar with the structure or incentives of academia. By doing the DBA, I was able to acquire the research skills, while at the same time understand the process and organization of academia. I defended my thesis in the same year that two articles out of my thesis were published in peer-reviewed journals. This demonstrated to my academic colleagues that I had acquired not only the research skills, but the ability to apply them and successfully navigate the publishing process. The DBA's unique structure allowed me to accelerate this process. Since finishing the program, I have been invited to lecture and participate in research efforts that would not have been possible prior to the DBA.

On the tactical side, I learned specific skills in conducting research, writing, publishing, and managing a research project. I have been able to immediately deploy these into the creation of new e-learning projects. I also learned a tremendous amount about the subject matter itself, which has been invaluable in speaking engagements, consulting and training opportunities.

The GEM DBA's structure and the faculty that support it are extraordinarily well suited to being able to achieve both strategic and tactical goals, and I am honored to have been a part of it.
The DBA as an Intellectual and Human Experience

By Vincent Mangematin
Senior Professor and Director of Research at Grenoble Ecole de Management

One does not sign up naively for a DBA. The principal motivations are based on learning how to understand, react, and influence. And all agree to include research in order to develop answers that are pertinent and legitimate - i.e., validated by publication. These answers will lead to a sustainable competitive advantage or a more efficient organization. The articulation between these theoretical approaches (which offer the framework for general reflection) and a specific question gives birth to intellectual stimulation and a creative response. The strength of the argument and its power to convince others are developed together with researchers and other players in the field.

Thus, Fernando Lagrana (Webster 2011) questioned “friendly spam.” Based on techniques concerning roles and identity, he was able to advance thinking on what we consider as spam, in relation to the context in which spam is received. Software applications were designed to increase protection, as were marketing applications, to subsequently inform the potential consumer, at least when the need arises.

In the same way Donna Kidwell, who heads up a team of specialists in technology transfer at the University of Texas at Austin, has re-examined the roles and functions of scientists running collaborative research projects. The notion of scientific entrepreneurs highlights the important role of those scientists who advance future issues as well as potential innovations in the medium term. Donna Kidwell now offers a training program for these innovators.

The DBA is more than a degree or a doctorate. It is a true intellectual and human experience which transforms a student’s professional status.
DBA
INSIDE
THE
DBA
The Concept of the Knowledge Factory as Seen by Academic Scholars

The concept of the knowledge factory received two different interpretations by academic scholars in management science:

1. The production of knowledge in globally distributed teams within multinational corporations;
2. The generation of academic knowledge in universities and higher education institutions.

The concept of the global knowledge factory has been widely used by the academic literature dealing with outsourcing and offshoring of research and development activities (Roth & al. 1994; Gupta & al., 2007; Gupta, 2008; Gupta & al., 2009), geographically and temporally dispersed, and achieving 24-hour Research & Development and product development tasks. The concept speaks for itself in describing the universal search for cost savings and increased efficiency in R&D and an industrialization of intellectual production.

David (1997) is probably the first reference to a university as a knowledge factory. Even if it is obvious that the university is one of the world’s most durable institutions with nearly one thousand years of existence, a definition of the function of the ideal university is only one hundred years old: “the university should be dedicated to the pursuit of knowledge for its own sake and should become the high protecting power of all knowledge and science, of fact and principle, of inquiry and discovery, of experiment and speculation.” Today, two functions are attributed to universities: producing and disseminating knowledge and their role as one of the key stakeholders in national innovation systems has been officially acknowledged (OECD, 1997). In 2001, a book by Aronowitz popularized the vision of university as a knowledge factory.

4 Gupta A., Mattarelli, E., Seshasai, S., Bros, J. (2009), Use of collaborative technologies and knowledge sharing in co-located and distributed teams: Towards the 24-h knowledge factory, Journal of Strategic Information Systems, 18, pp. 147-161.
6 From Cardinal John Henry Newman, the creator of the Catholic University in Dublin.
More recently, the concept of universities as knowledge factories has been associated with the notion of the entrepreneurial university, i.e., universities creating new businesses and ventures associated with knowledge generated by some of their faculty and engineers (Lazzeroni & Piccaluga, 2003). Since the early nineties, abundant management literature has been dedicated to technology transfer from universities to industry (Gibbons, 1994).

As stated by Bramwell & Wolfe (2008), universities have emerged as central actors in the knowledge-based economy, expected to play an active role in promoting technological change and innovation. It is obvious that universities are among the few stakeholders to have access to global knowledge flows and to be able to facilitate the transfer of such knowledge to other actors and in particular to the business community through spin-off activity, R&D resources and technology transfer, education of talented and educated people, and entrepreneurial activities.

As part of the university system and being evaluated and then accredited as any other academic institution, business and management schools must pay attention to the academic qualification of their faculty as well as the quality of the content of their teaching and training modules. Research is today a crucial and compulsory pillar for all business schools. Their achievements in research are very influential on their reputation, their national and international rankings and ultimately their financial situation and survival.

**The Knowledge Factory as Seen by Grenoble Ecole de Management**

As a full member within the GIANT initiative, Grenoble Ecole de Management is participating in the production and dissemination of knowledge in technology and innovation management.

GIANT, founded in 2006, is composed of eight scientific and academic partners located in the Grenoble Polygon, at the confluence of the Drac and Isère rivers. These partners include the Atomic Energy Commission (CEA), the National Polytechnic Institute of Grenoble (INPG), Joseph Fourier University (UJF), Grenoble Ecole de Management (GEM), the National Centre for Scientific Research (CNRS), the Laue Langevin Institute (ILL), the European Synchrotron Radiation Facility (ESRF), and the European Molecular Biology Laboratory (EMBL). GIANT is one of the largest research and innovation clusters in France and in Europe, contributing in the economic wealth of the local community (Chanaron & Scaringella, 2010).

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Grenoble Ecole de Management has its own doctoral school managing doctoral programs and developing applied and academic knowledge. As of April 2013, there are 330 fully registered students. More than 110 doctorates (See table 1) have been granted so far on the basis of a publicly defended doctoral dissertation which must exhibit substantial evidence of original scholarship and scientific rigor, and contain material of a publishable standard, as well as recommendations of managerial relevance.

Since the creation of the Grenoble DBA program in 1993, more than 660 intellectual contributions were produced by DBA alumni (See table 2). Such intellectual production and dissemination shows outcomes of the investment and work in this program. At Grenoble Ecole de Management we decided to make the Knowledge Factory concept our own and make a collection of our DBA Alumni contributions in the Doctoral Knowledge Factory guide. These contributions could be described as follows:

- Articles in academic journals: 242 of which approximately 125 are in peer-reviewed journals and 54 in journals which are listed by French accreditation and evaluation authorities (CNRS and AERES)\(^\text{10}\)
- Articles in professional journals: 56
- Conference papers with proceedings: 86
- Conference papers without proceedings: 117
- Books: 42
- Book chapters: 63
- Working papers: 34
- Others: 28

These figures incorporate only intellectual contributions by DBA graduates during their studies in the program and following their graduation. From a total of 117 graduates, we stayed in touch with 113, of which 64 published an intellectual contribution, i.e. 56.6%.

In the future, the Doctoral School expects that most if not all DBA graduates will submit articles to academic journals and conferences and contribute to books and professional journals. Each evaluation panel will have to suggest such dissemination at the end of the viva. The growth of applicants will indeed help in increasing the number of publications. But the management of the Doctoral School will also promote the search for publication as a true win-win strategy. For the graduate, this is a clear contribution to her/his professional career since this is requested by all accredited business schools when applying to a faculty position whether full- or part-time. For Grenoble Ecole de Management, this is indeed participating in the development of its reputation as a research-oriented institution.

\(^{10}\) National Centre for Scientific Research (CNRS) and Agency for Evaluation of Research and Higher Education.
### Table 1. Graduation statistics

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# List of DBA Theses (by field of research)

When classified according to the school’s organization for teaching and research, the fields of DBA theses are the following:

- **Technology and Innovation Management**: 53, of which 26 are in Technology and Innovation, 18 are in Strategy and 9 in Entrepreneurship;
- **Management and Behavior**: 30, of which 13 are in Human Resource Management, 10 in Leadership and Management, 4 in Organization Theory and 3 in Economics;
- **Marketing**: 20;
- **Accounting, Law and Finance**: 10.

## I. MANAGEMENT AND TECHNOLOGY

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ALUMNI PROFILES AND THESSES
Doctoral Knowledge Factory – 2013 edition

Dr. Rony ABI NAKHLE

Family entrepreneur in Lebanon: an engine or brake on growth?

Thesis abstract

The family company is the oldest and most widespread form of organization in the world. While this topic has captured the attention of researchers, consultants and media in the developed world, it has seldom been studied in developing countries, and particularly in Lebanon where this form of entrepreneurship is widespread. As the head of a Lebanese university founded and managed by a family, the author decided to carry out research on the specificities of such a form of entrepreneurship. The objective of this research is to analyze what makes the family company specific from creation to succession.

In his research, the author studies the cases of three universities in Lebanon: two founded and directed by a family network, and the other directed by unrelated people. The author uses a qualitative methodology - the observation of the field of research - to study an independent variable (a family structure or not) and three dependent variables (strategic, organizational and financial). For each dependent variable, a number of assumptions were formulated and tested.

The specificity of family company strategy is analyzed and commented upon within the framework of company governance and agency theory, as well as the economic significance of family entrepreneurship.
The results prove that family entrepreneurship in Lebanon is an engine of growth driven by values such as loyalty, a strong awareness of social responsibility, continuity and integrity in the objectives and policies of the organization, etc. However, there are constraints common to family companies, such as a lack of management training and external expertise, issues linked to delegation, levels of motivation, asset division and succession, as well as structural problems.

This research also comprises several limitations, most importantly the fact that it is based on three cases only, which reduces the possibilities of generalization, as well as the author’s subjectivity which can influence his understanding of the university.

Finally, a future line of research could be proposed, that of the intercultural analysis of the family principles of management which could offer several avenues of thought on the various ways of building direction, expressing emotions and exerting power within the family.

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**Mini bio**

Dr. Rony Abi Nakhle obtained a Doctorate of Business Administration (DBA) from Grenoble Ecole de Management. He is the Chairman of the Lebanese Canadian University’s Board of Trustees in charge of heading Board sessions, executing its decisions, and following its activities. He also heads the University Board, which focuses on the nomination of faculty members and employees and provides personalized counseling for both students and personnel throughout their careers. His extra activities include coaching managers and corporate executives.
This doctoral research was initiated for the purpose of investigating the relationship between perceived service quality and customer satisfaction among bank customers in Lebanon and defining service quality by uncovering its dimensions relevant to the Lebanese culture. Due to the lack of similar studies in Lebanon and the significant contribution of the banking sector to the Lebanese economy, the researcher decided that the investigation should be conducted within the Lebanese retail banking industry. Moreover, due to the turbulent competitive banking environment in Lebanon and the pressing need to adopt a marketing orientation strategy that focuses on the consumer, understanding what satisfies bank customers becomes crucial, as does finding out what matters most to these customers in their service quality evaluations, to serve them better.

Based on an extensive literature review, a model was proposed with a combination of variables: perceived service quality, customer satisfaction, bank reputation, perceived payment equity, and gender. In addition to an exploratory study to discover the dimensions of service quality, a series of hypotheses attempt to explain the relationship between perceived service quality and customer satisfaction. The model was tested using a quantitative research technique. Using convenience sampling, the research sample was chosen from customers of Lebanese banks and included 1336 respondents (54% men, 46% women) from 36 out of the 51 commercial banks operating in Lebanon. Data analyses uncovered the new dimensions of service quality, measured using the SERVPERF tool, specifically applicable to Lebanese retail bank services and provided support for five of six hypotheses. The findings confirm the importance of stressing service quality to ensure customer satisfaction by focusing on bank reputation, reliability, empathy, and tangibility:
dimensions of perceived service quality. Moreover, the results uncover interesting gender-related differences in the evaluation of perceived service quality and customer satisfaction that should be taken into consideration when designing and delivering bank retail services in Lebanon. The major outcome of this research is a new tool to measure service quality in Lebanese banks: the Lebanese Bank Service Quality Assessment Tool (LBSQAT).

Mini bio
Dr. Zeina Al Hakim obtained an MBA in Management from the American University of Beirut and a BBA in Marketing from the Hariri Canadian University before pursuing her DBA degree at GrenobleEcole de Management. She had six years of business experience in the fields of marketing and human resource management and another five years of cumulative teaching experience at several reputable universities in Lebanon such as the Hariri Canadian University and the Lebanese American University. In addition to providing training services, her current objective is to focus on producing publications and contributing to consumer behavior research.
Countries’ economies should be diversified as much as possible to avoid economic slumps. Saudi Arabia’s economy is highly dependent on oil as a major source of financial resources. However, diversification of economic activities requires improvement in the technological infrastructure of the country. FDI is considered a major source of technology diffusion. When foreign investors move some of their activities to a host country, they create externalities known as spillovers. Spillovers are created with support of four major channels or effects, which are demonstration-imitation, linkage, competition, and workers’ mobility.

The aim of this research, hence, is to study the effects of FDI on technology diffusion in Saudi Arabia. It investigates the above mentioned four effects as channels of productivity growth and tries to analyze the spillovers resulting from foreign firms’ operations in the country. Moreover, the study tries to discover the mechanism through which FDI promotes the technology diffusion. This is done by the utilization of the Total Factor Productivity (TFP) analysis. The TFP has been utilized by previous researchers as an indicator of technology flow and separation across cities and countries. The second objective of this research is to study the local investors’ expectation of the future effects of FDI on the technology diffusion in the country. This is done by analyzing interaction between competition and linkages. It continues by analyzing the interaction between training and workers’ mobility. The third objective of this study is to provide recommendations to the Saudi Arabian General Investment Authority (SAGIA), pertinent to the development of the technology diffusion in Saudi Arabia.

Thesis abstract
To achieve the above mentioned objectives, a survey, composed of two parts, was developed. The first part of the survey targeted both foreign and local investors in four major geographical areas of Saudi Arabia. Those areas are the Eastern Province, Riyadh, Qassim, and Hail. The second part of the survey targeted the local investors in the same geographical areas. To conduct the data analysis of the first part of the survey, a model is developed based on the Parente and Prescott equation. The data analysis of this portion is conducted using Ordinary Least Square (OLS) regression. The second part of the study is analyzed using the two way Analysis of Variance. In addition, the results of part two analysis were supported by descriptive data analysis.

The research is concluded with recommendations pertinent to the development of the technology diffusion in the country. The actions that are being taken are described, based on the results of this study, and recommendations for future studies are given at the end of the research.

Mini bio

Dr. Shaker Al Mahasna’s educational background includes a BSc in Mechanical Engineering and an MBA from King Fahd University of Petroleum & Minerals (KFUPM, Saudi Arabia), a PhD in Finance from Doshisha Daigaku (Japan), and a DBA from the University of Newcastle upon Tyne and Grenoble Ecole de Management.

During his fifteen years’ experience in training and development, Dr. Al Mahasna was able to develop considerable experience in different training disciplines including but not limited to: training needs assessment, planning and development, on-the-job training, and mentoring and certification.

He is currently working as a manager for the curriculum development division and is responsible of conducting training needs assessment and development of the curriculum required for the training implementation of both short-term and long-term training programs.
This research began by stating the research question and subsequent questions regarding the nature of the location selection decision process in the film and television industry in the USA. The concept of corporate branding was introduced for the purpose of drawing relevant connections between the aims of the corporate entity and the state, seeking to redefine itself as a means of economic growth and development in comparatively uncertain times.

The film industry was examined briefly from a global standpoint as select countries were identified that have made strides in increasing their creative and economic presence in the world. Of note, co-production agreements and international coproduction treaties were discussed, as was the mutual benefit to countries choosing to engage in these types of agreements. The increased interest on the part of film producers and production companies in the USA to do business with countries such as France on the cutting edge of these agreements was also discussed.

The film industry in the U.S.A., the backdrop on which the phenomena under examination occurs, was further explained from a historical perspective. Louisiana, a state that has been successful in the industry over a mere eight-year period, was examined in brief; other states that have achieved varying measures of success in this regard were identified, with supporting data provided. Additionally, some areas of concern were briefly discussed.
Dr. Loubna ALSAGHIR OUEIDAT

**Exploring HR policies and HR specialists’ role in the context of innovation: The case of BPR in two large Lebanese banks**

This research framed some aspects of two huge areas of research, namely the areas of human resources and of innovation management in one framework and built a model in which the role of the HR department could be considered as central and even critical in innovation management. In terms of a research question, this thesis explores to what extent HR policies and HR specialists’ role is considered as critical for the success of BPR implementation.

Surprisingly, the literature on BPR didn’t touch on the theme of a specific role that would be played by the HR function during the introduction of BPR. In particular, although there was interesting research making a good case for the necessity to effectively manage HR, none of the studies mentioned the importance of the role of HR practitioners specifically as catalysts of change or as strategic partners during implementation of BPR. Also, none of the case studies of companies that have implemented BPR revealed any kind of relationships that could have existed between the HR function and the BPR project team and that could have enhanced the effectiveness of BPR implementation. Therefore, the interest and the originality of this research is to try to fill this gap in the literature and analyze what might be the role of the HR function and what kind of interactions it might have with line managers for a better implementation of BPR.

The literature review brought about some possible answers, and five propositions were formulated highlighting these potential roles and relationships. The main proposition stipulates that for a successful implementation of BPR, the role played by the HR department could be considered critical. The four other propositions presented the main elements of this role. In particular, the HR department should be implementing innovative HRM practices. It should also act as a “change agent” and be considered as a “strategic partner.” The last
A proposition considered that the HR department should operate in close partnership with other functions and line managers for increased effectiveness in change adoption.

These propositions were explored in two large Lebanese banks that had recently implemented BPR projects. From the findings, it was possible to provide the following answer to the research question: The HR department might play a critical role during implementation of BPR to the extent that it has the capability to play the role of “change agent” and also but to a minor extent, it is an innovative department and is strategically involved in the business with managers at all hierarchical levels.

Mini bio

Dr. Loubna Alsaghir Oueidat is currently Assistant Professor of Economics at Saint Joseph University, Beirut – Lebanon. She teaches courses of macroeconomics, growth theories, management of innovation, and digital economics.
Customer education: Definition, measures and effects on customer satisfaction

Thesis abstract

Despite companies’ growing interest in customer education (e.g., Nikon, Orange, Sony) and the evident awareness of this concept in some recent literature, research on customer education has remained relatively scarce. This thesis therefore contributes to the development of knowledge on customer education by endeavoring to clarify the concept of customer education and understand and measure its outcomes for customer satisfaction, a key indicator of corporate performance.

To achieve this goal, the thesis begins with a literature review that provides an original conceptualization of customer education and its outcomes. A reliable and valid scale to measure customer education was developed. Finally, the study undertakes an experimental procedure, based on hypothetic-deductive methodology. The proposed structural model, which depicts the effects of customer education on customer satisfaction, tests a set of hypotheses that address both mediating and moderating effects. The tests of the hypotheses also rely on structural equation modeling. The experimental fieldwork, conducted in partnership with the digital camera manufacturer Nikon France, includes a sample of 321 customers.

The results of this research are twofold. First, it offers a five-item original scale to measure customer education. The psychometric qualities of this scale are strong, according to well-established criteria. Second, this study proposes and validates a model of the relationships between customer education and customer satisfaction. This thesis thereby unveils two mediating variables: product usage and product usage–related knowledge and skills. The moderating role of customer expertise with a product category is also substantiated.

Mini bio

Dr. Benoit Aubert is Associate Dean and Marketing and Development Director. He is also a senior marketing professor at Grenoble Ecole de Management, where he teaches courses on CRM, customer education, consumer behavior, quantitative marketing and principles of marketing. His main research interest in marketing is customer education. His DBA thesis examined the effects of customer education on customer behavior and satisfaction. He is involved in the Institut du Capital Client (customer care research institute) and has written several papers on customer education, customer satisfaction and CRM.
Dr. Lawrence S. **AUDLER**

**Challenges in harnessing the power of the effectual entrepreneur in the corporate culture**

**Thesis abstract**

This study looks at eleven entrepreneurs. Some of them were known to the researcher as persons who had started businesses, and others were identified through peer referrals, but none of these entrepreneurs had any substantial contact with the author prior to the beginning of this thesis project. The main focus of this thesis is to determine whether the major tenets of effectuation, described by Sarasvathy (2003), appear in small to medium-sized entrepreneurial companies. Sarasvathy describes the entrepreneur as having the following traits: controlling the amount of risk at the outset, working through networks to develop capital, material, expertise, and actual product or service, trust in the efficacy of the network, and leveraging contingencies. This latter characteristic refers to entrepreneurs’ approach to risk and future, such that they take advantage of it, so even failure is regarded positively as a means to learn lessons for the next venture. Entrepreneurs do not attempt prediction, because no one can know the future; instead, they simply take advantage of what they can access, with an open mind to possibilities. The members of an entrepreneurial network also develop necessary trust that the other members will deliver on their promises, which often refer to their specific contributions. They know who they are, whom they know, what they know, and what they can do, so they build a network of known entities to do “x,” because until and unless they make a group decision about the outcomes of their collective assets, they cannot imagine what the product or market eventually look like. These unknowns seem to generate synergy and excitement, as clearly expressed in the entrepreneur interviews available in the text, as well as on a cassette and video that accompany the dissertation package. For the most part, all of these entrepreneurs recollected their enjoyment and innovation in making their product and service offerings come to fruition.
The predictive power of Internet technology in studying the effect of socio-economic variables on stock trade in emerging markets - Case of Lebanon

Thesis abstract

This research focuses on the predictive power of Internet technology for studying the effect of socio-economic variables on stock trades in emerging countries in the specific context of Lebanon. Specifically, this research examines the role of socio-economic variables for explaining a country’s unique factors, such as its risk profile; the use of Internet technology can provide a catalyst for developing stock trades in emerging markets.

To test the research problem, this study uses logistic regression, which can handle both metric and nonmetric independent variables and still predict a binary dependent variable. The research findings are robust and include a significant effect of socioeconomic variables (country-specific, unique risk) on the stock trade in the Lebanese market. In addition, Internet technology exhibits significant predictive power with regard to stock trade. Recommendations for further studies include testing other dimensions of country-specific factors, considering socioeconomic variables (or citizens’ personal values) in other emerging countries, using Internet technology as a means to accelerate stock trade development, and looking for other factors that may affect stock returns but that have not yet been defined in the field of finance.

Mini bio

Dr. Victor Bahhouth is an Associate Professor of Finance in the Department of Economics, Finance, and Decision Sciences at the University of North Carolina–Pembroke. He received his Doctorate of Business Administration in Finance from Newcastle University Business School (United Kingdom). His teaching interests focus on the areas of contemporary issues related to international businesses, technology, and stock markets. He has authored and co-authored research papers published in refereed journals and in the proceedings of national and international academic conferences. Dr. Bahhouth is a Certified Public Accountant (CPA) and Certified Management Accountant (CMA).
A social influence–based model of contextual utilization of sales management technology within a multinational business-to-business sales force

Thesis abstract

Building on related, interdisciplinary theories, this dissertation identifies social and culturally significant, independent, antecedent variables that relate to the contextual usage of sales management technology in a multinational, business-to-business sales force. From a practical perspective, the results of this study build knowledge that can assist international managers and their organizations in creating strategic alternatives for the implementation and cross-cultural use of multinational sales and marketing knowledge management systems. It also contributes to applied knowledge by providing insights into contextual utilization behaviors and the individual competencies needed to ensure technology development and training for multinational sales forces.

Mini bio

Dr. David Baker is currently an Assistant Professor of Marketing and International Business at University of Louisiana at Lafayette. He obtained a Doctorate of Business Administration (DBA) from Grenoble Ecole de Management and an MBA from Thunderbird School of Global Management. Prior to pursuing his teaching and research activities, Dr. Baker worked professionally as an international marketing and sales management executive for 17 years. His research and publication topics include international sales management, strategic technology management in cross-cultural environments, adaptive learning behavior, cultural values and cognition related to motivation and organizational technology, and behavioral control in the organizational setting.
A case study of the GSPP (Government - State-owned Enterprise - Private Enterprise – Public) model in the public-private cooperation on the ecological project construction in Kunming

Thesis abstract

As economy and society develops, the general public has come to realize the importance of environmental protection and articulated growing needs for urban ecological construction. The insatiable demands of the public for public products in face of limited finances of the government make it imperative to secure financing for urban eco-projects and improve product quality and operating efficiency.

The salience, (i.e., quasi-public product) of an urban ecological project provides a theoretical basis for introduction of public-private partnership to the construction and operation of the urban ecological project. Again, the awkward predicament of localizing the international experience in the public-private partnership has sparked the government to examine the practice and learn lessons from it impartially.

The present research qualitatively illuminates the model of public-private partnership on eco-construction in Kunming and summarizes the experience in the model with the help of a literature review, field surveys, and expert interviews. State-owned enterprises and the general public, in addition to the traditional parties to the public-private partnership, namely, the government and private enterprises, are incorporated in the urban eco-construction in Kunming as financer, management promoter, and supervisor, forming a GSPP model. This model contributes greatly to the eco-construction in Kunming and closes the gap in financial investment. It is instrumental in introducing the latest managerial experience and technology, improving efficiency, and reducing risks. However, the GSPP model cannot be achieved without guarantees in finance, legislation, organization, and technology.
Dr. Mohammad BAYDOUN

Risk management during preconstruction phases of large scale development projects in developing countries: Cases from MDI’s projects

Thesis abstract

The aim of this doctoral thesis is to develop a risk management model to be used during pre-construction phases of large scale development projects in developing countries. Such a model can help project managers to gear their projects through different risk environments and achieve the critical KPIs. This is particularly important in preconstruction phases as these are the phases during which involved stakeholders have the highest level of control over the project.

Due to the high level of risk associated with large scale development projects, the traditional risk management approach, which assumes that risk can be predicted and budgeted early on, is not convenient to the context of these projects. Each large scale project has a high level of uniqueness that renders benchmarks generated out of previous projects obsolete. Hence, a reactive risk management approach is necessary. When following such an approach, the project manager reacts to risks as soon as they emerge and identifies necessary mitigation measures based on the nature of the risk.
This risk management model was developed based on analysis of selected case studies from projects managed by Millennium Development International (MDI), which is a leading firm in the field of development management in developing countries. In the absence of systems that account for the dynamic nature of projects under discussion, this thesis contributes to the field of project management by developing a model that will help managers of such projects to follow clear processes for the purpose of optimizing their risk management practices. This model includes categories of risk that will help in risk identification, gates of risk management that are key milestones, points at which risks need to be assessed and proper reactions need to be identified, an interim risk management process, a risk mitigation guide that will help in defining the proper measures for each risk, and KPIs that will help in measuring the success of adopted measures.
Inter-company relationships within the construction industry: Towards the emergence of networks. A comparative study between France and the UK

Thesis abstract

This study develops an overview of interfirm relationships in the French and U.K. construction industry, with a primary focus on partnering. Using three different theoretical approaches to networks—sociological, industrial economics, and strategic management—this thesis explores the relevance of network theories to an analysis of partnering agreements. The current state of the construction industry is the result of a strategy pursued by the main contractors. In particular, the industry’s fragmentation, merchandizing, power relations, and changing market conditions created vicious circles that damaged production conditions. Multiple dysfunctions resulted from the disappearance of traditional regulation procedures, which discredited the construction industry, together with spiraling costs and client dissatisfaction.

In both France and the United Kingdom, similar developments have appeared in their respective national industries, with some variations related to the players’ influence and structural roles. Major contractors have pursued various integrative techniques, such as project, production, and quality management, which attempt to reform interfirm relationships without targeting them as problematic. Partnering as an organizational form, which was adopted by isolated French construction companies in the 1980s and a few U.K. pioneers starting in 1994, provides a basis for an overall reassessment of relationships among clients, designers, engineers, contractors, and subcontractors. Therefore, this thesis uses case studies to explore the determinants of partnering and its outcomes. The qualitative research relies on longitudinal field research methods and highlights some main features of project partnering. It also retraces the seemingly logical path toward long-term partnering (i.e., networks) followed by some British firms and reveals the conditions for network diffusion in the construction industry.

Mini bio

As a management consultant in the 1990’s, Dr. Martine Benhaim felt the need to upgrade her personal and professional knowledge by joining the DBA program proposed by Grenoble-Henley Management College. Writing and presenting her DBA work has been a real challenge and a deep pleasure. Her present work does not include research but she keeps a keen eye on management publications and she continues teaching on business development and strategic management.
The purpose of this study is to investigate the relationship between the training a front line employee receives, the trust an employee has in their immediate supervisor, and an employee’s job performance. Data were collected from 457 employees holding customer contact positions at banks (community and regional) located in several states in the southern part of the United States. In the service sector, it is important that employees receive the appropriate training so that they can perform their jobs well. These employees are the critical link between the organization and its customers. However, according to the literature, not much is known about the techniques used to improve the performance of front line employees. Furthermore, the literature also indicates that while trust has been the focus of many studies over the last twenty years, there are not very many studies that have examined trust from the perspective that the development of trust is affected by human resource activities. These two gaps in the literature are examined in this study. Findings from the study indicate that there is a strong correlation between the training an employee receives and job performance. It was also found that there is a strong correlation between the perceptions an employee has of their supervisor and the trust the employee has in their supervisor. Furthermore, it was found that trust in a supervisor is moderately correlated with job performance. By placing trust in a supervisor in the black box, this study has helped to identify one component that needs to be present in order for human resource activities to result in higher job performance.

Mini bio
Dr. Betty Birkenmeier also holds an MBA from the University of Louisiana-Lafayette and a Juris Doctorate from Louisiana State University. Her area of interest focuses on human resource management. She currently works as an Assistant professor in the Department of Management and Marketing at Texas A&M University-Central Texas. Before obtaining her DBA from Grenoble Ecole de Management, she worked at South Louisiana Community College as Management and Law Instructor.
The Colombian fresh cut-flower industry is well recognized worldwide. Colombia is the second largest exporter after the Netherlands and the largest carnation exporter in the world. Colombian floriculture is an export business and 95% of the production is sold abroad. Most plantations are found on the savannah of Bogotá due to its strategic geographical location and water availability. However this is not a clean industry. Environmental scandals and bad press reports are part of the sector’s history. Since 1996 producers and the industry association – Asocolflores – have implemented environmental strategies mainly based on the FlorverdeTM program. As a result, environmental strategies based on constant improvement in operational effectiveness and new market opportunities have seduced Colombian producers. Nevertheless these strategies are not sufficient enough to guarantee the sector’s and the companies’ endurance. Today environmental conflicts are evident between fresh-cut flower production and the ecosystem of the savannah of Bogotá, threatening the future of this industry in Colombia.
Communication in architecture project management: The case of architecture firms in Lebanon

Thesis abstract

Communication in architecture requires the participation of several individuals that share information, tasks and resources. The changes that affected the construction industry in the last decade revealed a new organization structure in the practice with new means of communication. As many studies point out the issue of IT integration in the means of communication and the development of new organization models in the construction industry, but an adjustable process model of mechanisms that enhance project productivity specifically within the transformation point between the design and construction phase has not yet been studied. Therefore, the study will explore the facilitators that improve productivity in architecture practice and make up an efficient communication model that could be adapted by any architecture firm in Lebanon.

Mini bio

Dr. Karen Boujaoude Khoury studied architecture at the Lebanese American University in Lebanon and graduated with a Bachelor in architecture in 2002. In 2006, she obtained a Master’s in Business Administration and Master’s in International Business from Notre Dame University in Lebanon with Bordeaux Business School in France. She received her DBA in 2012. Throughout these years, she built her career and family along with her education. She is a freelance architect as she manages her own design office and has taught several different architecture courses at Notre Dame University since 2006. Similar to her thesis’ scope of study, her focus is on project management and planning in her lectures. She has achieved several design projects and has implemented many in Lebanon. Her research interests fall into the field of management and organization. She will be focusing on further studies related to project management.
Talent management: A key driver for employees’ commitment contribution and intention to stay

Leaders can manage talent in order to sustain their competitive edge. Talent management (TM) gained prominent attention from academics and practitioners since the 1990s. While much research has focused on the field of human resource management, little, if any, has focused on talent management practices. This DBA research study proposes and tests an original model of the impact of talent management practices on employees’ intention to stay. Thus, the present research study aims to contribute to the development of knowledge of Talent Management. More specifically, it not only endeavors to clarify the concept of Talent Management and its practices but also to understand and measure its outcomes on the affective commitment (AC), contribution (Cont), and intention to stay (IS). This study offers a fresh look at how Talent Management could be a key driver for employees’ performance in the Lebanese context.

The results of this research were numerous. First, 5-item original indexes of Talent Management practices and an index of the contribution were developed. The psychometric qualities of this index were shown, using an index construction proposed by Diamantopoulos. Second, a model, which details the relationships between Talent Management and the employees’ intent to stay, was proposed and validated. The existence of two mediating variables was unveiled: commitment and contribution. Talent Management practices showed a positive impact on the employees’ commitment, contribution, and their intention to stay, while at the same time the commitment and contribution mediated the relationship between TM practices and the IS.
Entrepreneurial spirit is more than ever a central preoccupation for players on the economic, social, political and educational scene.

Many French people are considering the possibility of setting up their own business, as show the higher levels of participation in entrepreneurship fairs “salons des entrepreneurs”, as well as the increase in the number of training courses on offer and amount of information available on setting up a business. However, considering the possibility of setting up a business does not necessarily lead to total commitment on part of the potential entrepreneur (Bruyat, 1993). A number of individuals do not go beyond the consultation stage and give up on their project, be it definitively or temporarily.

Our research starts with the following observations:
- The works of Bruyat (1993) leave room to consider an improved form of coaching for entrepreneurial project bearers;
- The concept of commitment in social sciences has not yet been used in the field of entrepreneurship.

This research uses the works of Bruyat (1993), Fayolle (2001), Charitat (2005) and Kiesler’s theory of commitment (1971), reused by Joule and Beauvois (1987). We have created an operational model which satisfies the temporal dimensions of spontaneity of practice and exclusivity of research, and which is transversal to all three concepts of entrepreneurship (Shane and Venkataraman, 2000; Gartner, 1991; Bruyat, 1993).

Within the research, the author positions himself as an observer of the entrepreneurial phenomenon, a specific position according to the theory of commitment: an attributor.

The outcome of this work is an approach, a method and a tool (On the road to entrepreneurship - *Sur la piste de l’entrepreneuriat*) which enables the coaching of project bearer during the entrepreneurial process.

**Thesis abstract**

**The individual’s commitment to an entrepreneurial project:**

**An attempt to improve coaching**

**Mini bio**

Before completing his DBA at Grenoble Ecole de Management, Dr. Damien Charitat obtained a Master’s in Entrepreneurship from the Lyon School of Management and a French DEA in Strategy, Management and Finance from the University of Lyon and EM Lyon.

He created two companies in 1999 - Ex Nihilo (Laser Game Evolution) and LOGIC (DCC&I from 1999 to 2002, renamed LOGIC from 2002). He was also the founder of GEZ’immo and HUDROKHOEUS in 2006.

LOGIC is set up in Saint-Etienne (France), Dakar (Sénégal), Saint-Denis (Reunion) and Nouméa (New Caledonia).
Dr. Yannick CHATELAIN

Management of innovation, the Internet and deviance: A typology for the integration of hacker logic by companies

Thesis abstract

This thesis provides an empirical analysis of the impact and management of transgressions in what has been termed the “new economy.” It analyzes the responses of agents who suffer deviance developed outside the organization, namely, hacking. Hacking has a great impact on the general economy, and several sectors are particularly subject to related attacks, such as music production and the software.

This thesis suggests innovation theories can be extended in terms of their fields of investigation and thereby develop methods to manage “external” deviance in a context that has evolved greatly, especially as a result of its change of status in the 1990s.

Mini bio

Dr. Yannick Chatelain is a graduate from Grenoble Ecole de Management and obtained a Doctorate of Business Administration (DBA) from Newcastle University. He is an associate professor and Head of Department in charge of applied learning at Grenoble Ecole de Management. His teaching and research within management focuses on marketing online, hacking, and the potential use of technology in an efficient, collaborative, and respectful approach. He is currently writing a thesis in sociology at the University of Montpellier under the direction of Jean Bruno Renard. His research is about the Internet, social control and the freedom of expression. He is the author of numerous books on marketing online, hacking and cyber-criminality and the co-author with Loïck Roche of the mediatized book entitled In bed with the web.
B-to-B cooperation in developing core competency in canned fruits industry in China

Thesis abstract

This research critically analyzes the supply chain operation issues and business model of Right Dragon, a company operating in the Chinese canned fruits industry, along with its customers and suppliers. Establishing business-to-business (B2B) cooperation among vendors, co-packers and customers provides advantages in terms of developing new products and achieving sustainable growth. This thesis relies on Kotler and Levy’s concepts of “purchase marketing” or “marketing of supply” to link supply chain management (SCM) directly to the marketing process; it also considers concepts associated with outsourcing, agency theory, cooperation games, and transaction theory to investigate the essentials of an ideal supply chain business model.

Therefore, the analysis of the business model adopted by Right Dragon considers the strategic reasons for its development of a tiered relationship with customers and suppliers to develop new products and the partnership, system integration efforts, just-in-time practices, outsourcing, the shift from multiple sourcing to single sourcing, obtaining asset specificity through the establishment of a franchise, and electronic data integration with supply chain members. Furthermore, this study compares the strategies implemented by Right Dragon with those of Chinese and overseas competitors in the canned fruits industry. The analysis also includes a comparison with the business models established in the automotive and electric industries, as well as a business model comparison across typical enterprises in Shanghai’s Free Trade Zone.

A balanced score card and supply chain operation reference model analysis reveals that the driving forces of the supply chain operation reflect marketing segmentation and business operation strategies, which vary from the vision and mission of the enterprises and remain constantly dynamic.

Mini bio

Dr. Robert Jun Chen obtained a Doctorate of Business Administration from Grenoble Ecole de Management, an MA certificate from Nanjing University and an MBA. He has more than 20 years of management and executive experience in supply chain solutions, FMCG (Foods and Beverage) and auto electric industry, machinery and spare parts, sourcing and logistics management in MNC and Fortune 500 companies. Dr. Chen is particularly familiar with business operations in the Asia-Pacific region and can speak Chinese, English, Japanese, and French. His research interests focus on supply chain and operations in FMCG (Foods and Beverage) industry. He is currently doing part-time post-doctoral research in Tongji University. He is also a part-time mentor for Shanghai Jiao Tong University at Antai College of Economics and Management.
Explanatory factors for the creation of proposals for integrated solutions in medium-sized industrial companies

Thesis abstract

The object of this thesis is to understand better the reasons for medium-sized industrial companies to move from a product-oriented approach to one that offers an “integrated solution”. Integrated solutions offer solutions of varying degrees of complexity with core (tangible) products accompanied by services (intangibles) and a compilation of information and experiences.

Although research has already studied the use of IS in large companies, this thesis is a unique for its specific accent on SMEs.

Reviewing literature that combines the fields of both marketing and strategy, three major categories of explicative variables have been identified and studied. First, the environment of an SME, notably its degree of stability and complexity. Second, the SME’s structure with particular reference to the organization of its procedures for sub-contracting. Finally, the strategy, entrepreneurial behavior and the ability to learn. 14 proposals have been made which led to a qualitative empirical survey based on five case studies. Each case was analyzed using documentation and a series of interviews with directors, and technical and marketing managers. 15 interviews were made.

The majority of the propositions were validated. This research has therefore allowed the theoretical knowledge of integrated solutions to be completed, by presenting the specific case of SMEs. It also offers a framework for managerial reflection for companies who wish to conduct the change from a product offer to an integrated solution offer.
This thesis is a context-specific research that focuses on the field of Strategic International Human Resource Management (SIHRM). The purpose of this research is three-fold: exploratory, comparative, and analytical. It aims at answering the following research questions:

1. What are the SIHRM policies and practices in the major Lebanese banks? (The How)
2. What factors have influenced SIHRM policies and practices in the major Lebanese banks? (The Why)

The qualitative methodology was chosen predominantly for the purpose of this research given it applies the interpretivist/constructivist paradigm and also taking into consideration the research questions. In the comparative and analytical phase of the research, some of the major results were quantified to further illustrate and expand upon the qualitative data and increase the depth and richness of the research project. Data was gathered through participatory observation, questionnaires (designed for the purpose of this study), in-depth semi-structured interviews, and documentation such as reports, studies, and articles, etc. The data collection phase began in March 2009 and ended in September 2009. This research relies on a multiple-case study design whereby seven major Lebanese banks characterized by regional/international expansion strategies and three foreign banks established in Lebanon were used as a reference. The target population of the chosen cases is SIHRM decision-takers and part-takers (such as Heads of Human Resource, Human Resources professionals, General Managers, etc.). They were chosen for their specialist knowledge and experience required for this thesis.

Findings relating to the first research question are presented, compared and analyzed beginning with an overview of the banks, then focusing on...
the parent company HRD role/authority level at the international level and on SIHRM policies and practices pertaining to recruitment and selection, training and development, compensation and benefits as well as performance management. The ensuing SIHRM approaches of all banks under study are also analyzed when concluding both chapters. As for the findings relating to the second research question, they consist of a set of mild endogenous and exogenous factors. Results show that endogenous factors are the most influencing as compared to exogenous factors in the context of Lebanese banks. The contributions of this research are a set of practical recommendations for business practice and a proposed contextualized SIHRM model to Lebanese banks as well as theoretical propositions. This study has limitations, namely the need for more emphasis on the overseas entity perspective, the need to benchmark with more foreign banks, and the need to further test and validate the results using quantitative or mixed methods, preferably in context specific settings within the Arab world; these limitations bring forth some fruitful and interesting possible avenues for future research under the same theme.

Mini bio
Dr. Michèle Chrabieh obtained an MSc in Human Resource Management (HRM) from HEC Montreal (2005) before completing her DBA in 2011. She has been working in International Human Resource Management in Lebanon since September 2005. As part of her responsibilities, she has visited Syria, Jordan, Egypt, Sudan, France, and Switzerland several times. She is responsible for the development and implementation of a Talent Management and Succession Planning System at the bank she works for, besides her HR Relationship Management responsibilities.
Determinants of online leisure travel planning decision processes: A segregated approach

Thesis abstract

There is an abundance of information sources on the Internet that consumers use to plan and book their travel. In turn, travel comprises a significant part of the business conducted through the Web. Consumers sometimes face the complex task of making purchasing decisions in this dynamic and fast-paced medium. Yet despite the importance of travel and the intricacies of the decision process, an integrated framework that identifies the various determinants of the online leisure travel planning decision process is largely absent. This study extracts from relevant literature several useful elements that might constitute such a framework. Through several phases of qualitative research, this thesis refines the framework and then undertakes a quantitative assessment of data collected from an online questionnaire, completed by 1,198 respondents, to test specific components of the framework that deal with online travel booking intentions.

A final model-building stage compares three logistic regression models. The first is a parsimonious model that contains key determinants that lead to online travel booking intentions. These determinants reflect the theoretical frameworks of the theory of reasoned action and innovation adoption theory. The second model includes only involvement, motivation, and knowledge variables, which are thought to influence online booking intentions. The third model includes a combination of relevant predictor variables from the other two models.
The relationship of various demographics and online travel booking intentions yields some interesting insights; companies should consider such demographic variables when they attempt to segment travelers to identify those who are more likely to book online. The determinants of online leisure travel booking decision processes also could be used in conjunction with demographic variables to predict leisure travel Website usage more accurately.

Mini bio
Dr. Michael Conyette is a business Professor with the Okanagan School of Business at Okanagan College. He teaches numerous business courses including strategic management, operations management, management sciences, and other marketing and management courses. He has taught in the post-secondary sector for over 10 years and is interested in consumers’ travel search and booking process via the Internet and using portable devices. Prior to working in academia he operated various businesses including an import and distribution company, and some Internet ventures. He holds a Doctorate of Business Administration Newcastle University and Grenoble Ecole de Management, and a Master of Business Administration from City University, Bellevue, Washington, USA.
This study explores the importance of public relations in shaping the corporate brand (CB) by investigating the impact of C-executives facial appearances on consumer attitudes toward the CB and purchase intentions (PI). The facial appearance of C-executives and its fit with types of customer interviews have significant influence, especially for interviews pertaining to the dimensions of market orientation, as well as interviews about corporate social responsibility (CSR).

Facial appearance in this study refers to babyfacedness versus maturefacedness, a feature that influences various judgments. For example, babyfaced people are perceived as more innocent, honest, and warm, whereas maturefaced people prompt perceptions of competence and expertise. Therefore, perceived inferences related to babyfacedness should influence attitudes toward the CB and PI. In the case of CSR, perceived benevolence might mediate between babyfacedness and company attitude, such that attitude toward CB and PI should be higher when C-executives are babyfaced rather than maturefaced. In the case of a competitor- or technological-oriented interview, leadership should mediate between babyfacedness and attitude toward the company, such that attitudes should be higher when C-executives are mature-rather than babyfaced.

The results largely confirm these hypotheses for PI, though this study cannot determine whether babyfaced traits specifically increase attitudes toward the CB. Further research should help clarify these outcomes. Overall, it is worthwhile for companies to match the type of interview with the facial characteristics of their C-executives as a means to strengthen the corporate brand and enhance purchase intentions.

Thesis abstract

The impact of the match-up between C-executives’ facial appearance and type of interview on attitude toward the corporate brand and purchase intentions

Mini bio

Dr. Diana Davila Ruiz started her professional career at Procter & Gamble, and worked for Unilever and Johnson & Johnson as Brand Manager, and Steelcase Mexico where she worked as Marketing and Public Relations Director for México and Central America. Diana is a frequent speaker for the Category Management Association among other organizations. She has recently moved into the academic field as the MBA and Business Graduate Director at the Monterrey University. Her research interests include branding, corporate social responsibility and services marketing. Her work has been featured in various media, including Merca 2.0, Central America Herald, Reforma, and El Economista. She is also a member of the American Marketing Association and of the Cryo-Cell Mexico council in the area of marketing.
Organizational literature explaining tacit knowledge is generally conceptual, despite the need to understand empirically the nature of tacit knowledge at the process level, where knowledge workers function. This thesis therefore empirically examines the tacit dimensions of knowledge among knowledge workers in an explicit environment of codified, standardized operating procedures and intranet knowledge databases.

This evidence reflects a multimethod approach. The empirical findings are based on a case study of a forensic science community of practice, subject to quantitative social network analysis and qualitative interviewing, ethnographic studies, and document reviews. The quantitative step offers a picture of how actors share tacit knowledge during advice-seeking transactions; the interpretive qualitative approach reveals the relational dimensions of shared tacit knowledge. Therefore, at a micro-level, this study of a highly technical, forensic science expert community emphasizes the relational tacit dimensions of knowledge provided by human social capital that surrounds and encircles standardized organizational production processes. Trust, respect, friendship, identity, and social norms mark the personal relationships people have developed through a history of interactions.

In turn, this doctoral case study reveals additional knowledge sharing practices, including processual, experiential, capability, mentoring, informal, helping, openness/sharing, approachability, respect, proximal, cohort/clique, interpretative, and bureaucratic structural relationships; unique to forensic scientists, it also identifies an adversarial relationship. Most prior literature describes performative advantages of such communities, with little discussion of the rich tacitness embodied in functional processes of such
communities. Processes are explicit by nature, but a tacit element emerges because baseline of acceptable performance is supplemented by interactions with colleagues and thought processes. In quality management system literature, the tacit world has not yet diffused into the very explicit world of qualitative management research. By considering the process level, these findings reflect the interplay of explicit knowledge in standard operating procedures and practitioners’ tacit knowledge demands to complete the process. Ultimately these findings can help improve processes in knowledge-intensive environments by offering insights into how tacit knowledge works, especially in a world governed by standard operating procedures.

Mini bio
Dr. Stephen Doak is a forensic scientist with the national Forensic Science Laboratory in Ireland. His casework has included homicide, sexual assault, glass analysis, and a mobile phone analysis service that he developed. Dr. Doak also manages a DNA profiling team. He conducted his doctoral thesis at Newcastle University and the LINC (Learning & Innovation in Networks & Communities) lab within Grenoble Ecole de Management and obtained his Doctorate of Business Administration in 2008. He also holds an MSc in Technology Management from Smurfit Graduate School of Business, and a BA from Trinity College, University of Dublin, Ireland.
The denaturation of SMEs in a competitive context

The debate that rages in the management sciences community about the scientific status of small companies still focuses on the “nature” of such companies. Although the scientific community willingly admits that small to medium-sized enterprises (SME) are not large companies, it continues to assume they are large companies in miniature. If SMEs have a specific nature in terms of their management particularities, it becomes necessary to compare them with large companies.

A review of SME literature highlights an interesting trend: “denaturing” (Torrès, 1997). A SME qualifies as denatured if it does not satisfy the management specificity criteria (Julien, 1994). However, the competitive environment is not taken into account as an environmental factor that induces denaturing. This observation corroborates an analysis that indicates themes of competition and competitiveness are largely ignored in French academic research into SME. Therefore, this thesis undertakes a substantive, procedural approach to highlight the precise environmental processes that result in denaturing. This new vision requires imagining and analyzing SME as projects that can create value in a systemic relationship with their environment. Thus, denaturing becomes a real, cognitive process for rationalizing organizations from a director–ownership perspective.
Various models, tools, and papers on the components of competition suggest explanatory variables that can identify two types of SME denaturing: deterministic alignment denaturing versus pro-active adaptation denaturing. The research model is tested in a quantitative study with 185 segmented companies. The results put the theory of the specificity of SMEs into perspective and legitimize the concept of denatured SMEs. They also formally establish a chain of cause and effect between the exogenous and endogenous components of an extended competition mode and the type of denaturing.

Mini bio
Dr. Gérald Enrico graduated from the Conservatoire National des Arts et Métiers and the University of Saint-Etienne before completing his DBA degree at Grenoble Ecole de Management. He has 30 years of experience in industry as founder and associate of three companies (in the metalworking industry and plastics manufacturing sectors). He has worked as a consultant for 10 years for company founders and take-overs. He has also been teaching in French management and engineering schools and he is lecturer in Entrepreneurship and Strategy at the University of Lyon III.
Towards heterogeneous enterprise resilience: An empirical study of the retail banking sector

The Basel Accord of 1988 is the principle regulation for the international banking sector, and proposed revisions represent some of the most significant changes to the sector in recent years. The new Accord incorporates operational risk to align regulatory capital with the underlying risks by encouraging systemic risk management practices. Optimal risk management practices would reduce capital charges and enable greater competitiveness. However, the impact of Basel II on the level of required capital is uncertain. Quantitative studies suggest large reductions in the minimum required capital, but uncertainty exists because banks historically have held capital above required minimums.

The new regulatory framework requires banks to identify, assess, and quantify risks for each business line and operation. They rely heavily on computer networks for their business operations, so banking organizations must develop economically feasible, integrated security systems. The specific risks arising from computer networks demand strategic management that includes a constant consideration of time, interactive flow, and an integrated network risk management strategy. Yet the identification of computer network risks suffers from a lack of historical data and persistent methods to manage such risks. Therefore, learning organizations that scan the environment might achieve the best positions. However, the mandates of Basel II and the potential for enhanced competitiveness may negate such benefits. If banks seek to optimize their risk management operations and strategies to benefit from reduced capital allocations, they should adopt and use best practices through environmental scanning; therefore, banking organizations that seek to qualify for Basel II advancement should exhibit heterogeneous approaches.
This thesis examines the impact of this new regulatory environment and risk management approaches in the banking sector. Research into strategic decision making, strategy, knowledge transfer, and computer network risk management supports the proposition that regulatory dominance does not determine risk management sophistication; environmental factors take precedence over regulatory mandates, and strategy perspectives are shifting toward an organic approach. Accordingly, this study gathers measures of standards compliance, the impact of regulation on relationships between sources and recipients of knowledge, environmental scanning, degrees of risk management sophistication, risk management strategy perspectives, and method heterogeneity from 82 banking organizations during August 2004–August 2005. It offers key implications for policy and an academic understanding of regulatory change.

Mini bio

Dr. Phillipe Evrard obtained a Doctorate of Business Administration (DBA) from Newcastle University in 2008. He is Managing Director of Quantar Solutions Ltd. in London, a company that develops risk management solutions for network and technology risks. He is currently based in the Gulf States region, working with the Kuwait National Bank, the Kuwait Central Computer and Architecture Division, to develop a program for national risk management. His research into enterprise resilience continues.
The choice of growth mode in strategic management is the key to the survival and development of companies. Diversification strategy is a priority problem companies have to face when they’ve reached some scale and stage. The formation and development of diversification strategy for companies as well as various problems rising from it have always been the focus of theoretical and business circles.

Since the 1960s, diversification has been a popular growth mode among worldwide companies. From the 1990s, China also began to see a surge of diversified operation. Diversification strategy has always been the focus of foreign academic and business circles. However, Chinese companies have not had enough practice with diversification, and theoretic research lags behind.

Taking listed companies in China as the samples for study, this thesis is aimed at analyzing the relationship between the diversified operation and economic performance of listed companies in China to seek the appropriate growth mode and strategic choice in diversification for Chinese companies.

This thesis consists of five parts: the theoretic research and empirical tests on corporate diversification at home or abroad; research on performance of diversifications by the listed companies in China; outcome discussion, the default of this thesis and follow-up research directions; and thoughts on the diversified operation of Chinese companies and suggestions for its implementation.

In the literature review, there is a review on the research outcomes of the diversification strategy from the perspective of both theoretic and empirical studies. In the analysis of diversification motivations and risks, this thesis has summarized the drivers of diversification strategy by companies, including effect of scope economy, effect of inter-
nal resource allocation, effect of risk distribution, effect of principal-agent, and the effect of improving and acquiring core competency. Moreover, the thesis evaluated the potential risks of diversification in terms of four aspects and lastly summarized the trends of diversification strategy.

In the empirical research, 58 listed companies were selected from the Shanghai and Shenzhen Stock Exchanges for the study. According to annual and half-year reports covering five successive years from 2003 to the first half of 2008, this thesis calculated the entropy for measuring the degree and type of diversification for each company, the total assets for evaluating the operation scales of companies, and the indicator for corporate performance. It also built up a statistical analysis model. After the statistical analysis, this thesis finally discovered the relationship between diversified operation and corporate performance, meanwhile revealing the deficiency of this research and the follow-up study directions.

The last part is includes thoughts on the diversified operation of Chinese companies and suggestions for implementation.
A trip to the heart of organizational agility: The theory of the four agility capabilities as seen by managers

Thesis abstract

Based on the development and theoretical acknowledgment of the model for organizational agility, this research explores managers’ perceptions and interpretations of organizational agility. To do this, we first reviewed the sources of organizational agility which appeared in 1991. This work emphasises a theoretical foundation, strongly centred on four agility capabilities: responsiveness, flexibility, quickness and competency.

Twenty years after the development of agility and using this theoretical study, we prepared a questionnaire in order to obtain managers’ perceptions of the definition of agility capabilities, the practices associated with these capabilities and also their portrayal of organizational agility.

We offer three conclusions. Firstly, managers use the same vocabulary to define responsiveness, flexibility and quickness. Secondly, managers recommend certain practices to the detriment of others to develop their capabilities. Finally, they represent organizational agility according to six components that do not follow the conceptual models of organizational agility which is based on the four capabilities.

In conclusion, this research demonstrates the differences between managers’ perceptions and the theoretical and conceptual representations of organizational agility.

Mini bio

Dr. Guillaume Ferrante is Adjunct Professor of Management, Grenoble Ecole de Management (AACSB, EQUIS, AMBA). He earned his DBA from Grenoble Ecole de Management. His main research interests involve organizational agility and organizational theory. He teaches management, informational design, and agility in initial and executive education.
A global study on the relationship between firms’ diversification into the financial services industry and their financial performance

Thesis abstract

Fundamental changes in the financial services industry have resulted from drivers such as deregulation, developments in information and communications technology (ICT), and changes in the economic environment. These developments also resulted in introduced many nontraditional players, such as non-financial companies (i.e., firms that derive most income from other business activities but also provide financial services, such as Ford Motor Company or Marks & Spencer) and financial conglomerates, into the financial services industry. Such diversification could create benefits, such as synergy, economies of scope, reduced transaction costs, increased borrowing capacity, and reduced tax burdens; however, empirical studies fail to confirm whether diversification provides these benefits. It thus appears paradoxical that so many non-financial companies have diversified into the financial services industry. This thesis investigates whether they have derived any financial benefit by doing so.

The investigation draws two samples of non-financial companies from the Worldscope database. A sample of 716 non-financial companies was matched with a similar number of control companies; another sample of 148 non-financial companies was matched with a similar number of pseudo-control companies. The financial performance of these companies between 1989 and 1998 then was compared according to share returns. The results of the analyses indicate that the non-financial companies generally reap financial benefits, and do not suffer financial disadvantages, by diversifying into financial services. However, differences in their financial performance emerge according to the types of financial services products they offer, the geographic areas in which they operate, their primary industry, and their degree of diversification into financial services activities. It appears these companies were in a position to develop...
appropriate structures because of their ability to develop internal capital markets and liaise with external suppliers of funds, which increased access to finance and reduced related transactions costs. Synergy between the companies’ financial services and non-financial activities thus occurs. With a moderate amount of diversification into financial services activities, firms should benefit from diversifying into related areas of activity.

Mini bio

Dr. Edward Firman obtained a Doctorate in Business Administration (DBA) from Henley Management College-Grenoble Ecole de Management. He practices as a management consultant for a variety of companies, primarily in the areas of strategy development, corporate performance management, financial management, ISO certification, and economic and market studies. Edward also lectures regularly in these areas to managers and corporate executives at the Malta Institute of Management and Malta Enterprise (the national economic development agency). Before setting up his own consultancy, Edward worked for many years with the multinational Unilever Ltd. in London and Germany and subsequently with the multi-business Gasan Group of Companies in Malta.
Thesis abstract

Identifying some “predictors” of sales people’s ability to learn from the use of e-learning, i.e., a sort of “e-learning readiness” indicator in the sales areas, and experimenting our research approach, this research focused on a quantitative analysis of the learning performance of a sample of FIAT Group’s salesmen in France, normally involved in e-learning programs.

The data collected came from different sources: FIAT France, ISVOR (FIAT Group’s management education branch), and a questionnaire delivered by phone to 224 salesmen and saleswomen. After having analyzed the data with different statistical methodologies, we could mainly find a confirmation of several positive research findings about the e-learning users’ satisfaction and their perception of the usefulness of the technology. However, we were able to only marginally reach the major objective of our project, i.e., finding meaningful predictors of the users’ ability to learn.

This was certainly due to a number of limitations, including the small number of meaningful independent variables considered (also because of external constraints), and the impossibility of better controlling the research context (especially the delivery of the e-learning packages and the related tests). However, we think that some significant contributions to knowledge can be credited to our work, including:

- The investigation of the e-learning readiness issue in the important area of sales in the auto industry, not yet explored in the literature, with a number of useful guidelines for the implementation of e-learning programs in large organizations;
- The identification of some relevant research issues and directions, and the suggestion of several original synoptic tables for the analysis of previous research studies.

We therefore believe that this experience and the awareness of its limitations could be helpful not only in view of future research endeavors but also in terms of contribution to the improvement of managerial practices in the growing and tumultuous field of e-learning.

Mini bio

Dr. Giorgio Gandellini earned a Degree in Law from the State University of Milan, a Certificate in Business Economics from the Sorbonne University in Paris, an MBA from the Columbia Business School in New York, and a DBA from Grenoble Ecole de Management.

Dr. Gandellini has been a consultant, teacher, and researcher in the areas of strategy, strategic and international marketing, and quantitative methods in more than 30 countries for more than 30 years, working for the European Commission, the Italian Institute for Foreign Trade, the Ministry of Foreign Affairs, and the Italian National Association of Chambers of Commerce in Central and Eastern Europe, Middle and Far East, Central Asia, North and South Africa, and South America. He authored or co-authored various management publications, DSS, business games, and e-learning programs. His research interests are in the areas of DSSs, ITCs and learning tools in Strategy and Marketing.
How can the Internet be successfully used by a professional sports team to manage and develop its fan relationships?

Most forward-thinking organizations realize the value of a customer relationship management program that enables them to achieve increased revenue, profitability, and customer satisfaction. The Internet can provide an excellent avenue to develop and strengthen such customer relationships. Professional sports teams have not yet taken full advantage of the capabilities of the Internet to manage their customer/fan relationships; this research demonstrates how a professional sports team can use the Internet successfully to manage and develop its fan relationships. Specifically, by developing an electronic Fan Relationship Management (e-FRM) program, a professional sports team can encourage long-term relationships with its fans around the globe.

This research establishes that a strong e-FRM program must include a team Web site full of interactive features, an e-mail and text messaging fan outreach program, and in-game enhancements using the Internet; if implemented properly, fans are more likely to visit a team Web site and more likely to attend future games. An aggressive e-FRM program also can engage avid sports fans by introducing interactive features on the team Web site but still will entertain the occasional fan who enjoys participating in games, contests, and surveys on the team site. All fans can appreciate the in-game enhancements online, which will make their game experience more fun and enjoyable.
With the assistance and cooperation of the New Orleans Hornets of the National Basketball Association, the premier professional basketball league in the United States, this research developed and undertook a survey to study the attitudes of Hornets’ fans toward the use of the Internet to build and develop their relationship with the team. These survey results provide the hard data necessary to establish that a professional sports team can use the Internet to increase fan retention and loyalty; it can use the Internet to enhance fans’ game experiences; fan relationships can be expanded regionally and globally via the Internet; and fan relationships can be managed and personalized through the use of the Internet.

Mini bio

Dr. Bob Goldwasser received his BA from the University of North Carolina at Chapel Hill many years ago. More recently, while working full time and raising his family, he earned an MBA in Technology Management from the University of Phoenix and a Doctorate (DBA) from Grenoble Ecole de Management in the field of Marketing and CRM. He has over 20 years of business marketing and management experience in both a large corporate environment and in a number of small entrepreneurial enterprises. He has owned his own business in the USA and overseas, and currently works as a Marketing Consultant in addition to teaching business management and marketing classes at Argosy University. He teaches marketing and management courses at the MBA and DBA level while also mentoring Doctoral students. His research interests are in the area of customer relationship management and logistics management, and his preference is for quantitative research methods.
Products attract users through appealing appearances, in addition to their functional qualities. A product’s desirability can be based on its pure aesthetics, positive associations, or a surprise element in the design. Companies that produce consumer products in a competitive context increasingly must include meaningful, user-focused expressions in their products. These intangible attributes can distinguish a product from its competition and contribute to commercial success. Therefore, this research examines how companies can create products that appeal to users through their expression. It specifically analyzes the necessary conditions and the methods used in the development process.

Studies that investigate the inclusion of meaningful or artistic expressions in the design of consumer products are rare, but at design management conferences, interest in this field is growing. This exploratory research therefore adopts a case study method using semi-directed interviews. The topics of investigation are two important domestic appliances projects by Philips in the Netherlands and three consumer goods projects designed by the French design agency Barré & Associés.
This research produces an analytical model that describes different expressions by a product, such as information about the product itself, the product user, and the company. This categorization of various messages advances understanding of communicative product aspects, because it makes the use of product expression easier to discuss and analyze by academics and executives. Furthermore, this study contributes to knowledge about the product management process. The proposed model for the creation of product charisma depicts different conditions and activities that are needed to create a product with a meaningful expression. Finally, this research demonstrates the strategic importance of integrating the right product expression into the product’s design in specific circumstances.

Mini bio

Dr. Josiena Gotzsch is senior professor in the Department of Management and Technology at Grenoble Ecole de Management in France. She obtained a Doctorate in Business Administration (DBA) at Henley Management College in England, and an Engineering degree in Industrial Design from the University of Technology in Delft - the Netherlands. Her research interests include design thinking, product semantics and eco-design. She teaches innovation through design, technology management and sustainability to different audiences and is since 2003 Program Director of the GGSB Bachelor of International Business Program. Her previous professional experience includes three years as Industrial Designer at Philips Corporate Design in Groningen, the Netherlands (Domestic Appliances and Personal Care Division) and two years as Product Development Manager at the Group Sommer Allibert in Grenoble, France.
While internal service quality has been known to be important for some time, research on internal service quality has been comparatively rare. This study focuses on the influence of internal customers’ cultural value orientation, expertise, and demographics on the relative importance placed on internal service quality dimensions. A better understanding about the effects of aforementioned variables is important in the pursuit of improving the quality of internal and external services.

The study starts with the literature review that offers an overview of (internal) service quality and reflects on its multiple influencing factors. Subsequently, 10 hypotheses groups are developed. They deal with each of the individual influencing factors and their supposable impact on the relative importance of the five internal service quality dimensions. The research conducted at Sitel, a leading customer contact center corporation, results in 209 management (internal customer) responses from respondents of 12, primarily European, countries. Multiple linear regression analysis confirms that 7 out of 10 independent variables have a significant effect on at least one internal service quality dimension.

The results show that higher uncertainty avoidance is positively related to reliability, responsiveness, assurance and empathy. Higher long-term orientation is associated with reduced importance of assurance, empathy, and tangibles. Masculinity negatively relates to assurance and empathy, while higher power distance has a negative impact on assurance. Higher levels of internal service expertise positively relate to reliability and responsiveness. With regard to demographics, it is apparent that in contrast to males, female internal customers assign more importance to reliability, responsiveness, and assurance. Finally, married internal customers consider empathy more important than do
single customers. From a management perspective, there are four main contributions. First, results reveal focus areas for internal service providers. Second, an enhanced typology of internal customer segmentation based on culture and internal service quality dimensions is proposed. Three distinct internal customer segments of Moderate Centrals, Easygoing and Flexible Masculines, and Demanding Self-Confidents are presented, statistically validated, described, and recommendations are deducted. The third managerial input is the development of the advanced process of internal service quality that bridges gaps of earlier internal customer service approaches. Finally, common training and learning approaches are considered and linked to research findings.

Mini bio
Dr. Tobias Grossecker holds an MBA from the Open University Business School. Dr. Grossecker works as Head of Customer Sales Hosting at 1&1 Internet Corporation. Before he joined 1&1 in December 2010, he was Customer Experience Manager EMEA at Sitel. His academic engagement involves regular guest lectures at international business schools (Grenoble Ecole de Management, Imperial College London, University of Applied Science Gelsenkirchen). His research interests are customer experience, service quality, internal customer service, cross-cultural, and sales.
Challenging the transaction costs theory in the distribution of complex industrial products: An exploratory analysis

Transaction cost analysis represents one of the leading theories to explain vertical integration phenomena. The main objective of this thesis therefore is to confirm how well this theory applies to the channel length decision for complex industrial products. This research, based on the detailed investigation of four cases, thus aims to make two main contributions. First, the contextual exploration identifies several original aspects: a description of the «distribution value system» for complex industrial products; the identification of «systems management» as a core activity of such a system; an analysis of «product complexity» and its components, each with a particular effect on the channel length decision; and a synthetic model that maps the channel length decision and identifies key decision parameters.

Second, this thesis focuses particularly on the influence of specific assets on the decision to integrate a channel. Distribution channels for complex industrial products are normally characterized by a high level of human assets, which are specific to the transaction. According to transaction cost theory, these channels should be integrated, because specific assets create bilateral dependency and contractual hazard, considering the risk of opportunism of potential distributors. This thesis proposes that the managers interviewed for the case studies integrate not because of such contractual hazards but rather in response to the parameters related to switching costs or economies of scale or scope. This thesis highlights both confirmations and divergences between the case materials and the transaction cost analysis and thereby proposes some tentative explanations for the findings.

Mini bio
Dr. Gérard Guerrier obtained a Doctorate of Business Administration (DBA) from the Henley Management College. He is now CEO of Allibert-Trekking, a leading company specialized in hiking, trekking, and mountaineering tourism worldwide. Allibert is widely considered a model of agile and responsible entrepreneurship. Before joining Allibert, Dr. Guerrier spent 20 years as an international manager with Metso, a Finnish industrial group. He also was a consultant in the field of strategy and marketing and Associate Dean of Grenoble Ecole de Management, in charge of corporate Relationships. Dr. Guerrier is a mountaineer and alumnus of Harvard Business School and Ecole Centrale de Marseille.
Fiber-to-the-home (FTTH) telecommunication infrastructural networks are becoming increasingly prevalent in the United States and abroad. Despite abundant anecdotal rhetoric regarding the positive impact of such advanced broadband technologies on the economic development of U.S. municipalities, there has been little systematic inquiry into this area. The central focus of this study is to conduct an empirical assessment of the economic impact of FTTH infrastructure at the community level. To comprehensively understand and carry out this investigation, the research methodology consists of four distinct stages: (1) an initial qualitative design using exploratory interviews; (2) a quantitative design using longitudinal data (i.e., condensed sample with longer time lag between implementation and measurement of dependent variables); (3) a quantitative design using cross-sectional data to compare experimental and control cities; and (4) a quantitative design using longitudinal data (i.e., expanded sample with shorter time lag between implementation and measurement of dependent variables). Paired samples t-tests analyze the data in subsequent stages of the research process, along with repeated measures analysis of variance to ensure comprehensiveness. In analyzing the expanded data set in the last stage of this study, the author finds that the impact of FTTH is sufficiently strong across the sample of communities, in the sense that substantive economic improvements can be detected, even within a period of just three years.

These results seemingly suggest potential benefits that could be realized if FTTH infrastructural networks were pursued by a community; they also offer some preliminary support for public policy decisions that offer federal funding for fiber networks.
Leadership practices have been extensively researched in Western countries but rarely in China, especially during its economic transformation. This thesis investigates the Chinese construction industry to determine if previously identified leadership practices are suitable for leaders in the Chinese culture.

A literature review identifies seven key leadership practices: (1) modeling the way, (2) moral character, (3) inspiring a shared vision, (4) challenging the process, (5) enabling others to act, (6) encouraging heart, and (7) individual considerations. This thesis uses the LPI (Leadership Practice Inventory) to survey 104 leaders and the TLQ (Transformational Leadership Questionnaire) to survey 105 staff members of eight Chinese construction companies. Both scales can be validated in China, with reliability (Cronbach’s alpha) values far greater than the recommended .60 threshold (.903–.943).

Both leaders and followers consider modeling the way together with moral character the most important leadership practices; the Chinese concept of moral character thus supplements the Western ideal of modeling the way. They reject the notion of inspiring a shared vision, even though the central government of China encourages the reinforcement of vision during social changes. In addition, challenges to the process are not significant leadership behaviors in the Chinese cultural context, perhaps because leaders avoid challenging the government but instead follow government recommendations for change.
This finding might suggest the need to reform China’s education system to increase innovation in the country. Finally, individual consideration is regarded as an asset in China, but the data indicate that it does not represent a Chinese leadership practice. Interviews with senior leaders of construction enterprises reveal their widespread beliefs that individual consideration can motivate staff to work effectively away from the home office, which is critical because construction is mobile by nature.

In conclusion, seven leadership practices emerge as appropriate for the Chinese cultural environment, and they can support the reforms to previously state-owned enterprises in Chinese construction industry.

Mini bio
Dr. Yingjie Guo graduated from CEIBS EMBA and obtained a Doctorate of Business Administration from the Grenoble DBA Program in Tongji. He is the Fluor China Contracts Director in charge of the operations of the Contracts Department. Dr. Guo’s key responsibilities at Fluor include staff development and coaching, project assignments, annual performance appraisals, salary reviews, hiring, training of contract staff, and partnership development, as well as sales, proposal, and overseas project support. He holds 20 years of experience in contracts and procurement.
Talent retention in Lebanese specialized banks: How reducing the voluntary turnover rate can improve the retention of talents in Lebanese specialized banks

The thesis investigated the voluntary turnover in Lebanese specialized banks and examined the causes of turnover and its effects and how it can be mitigated through talent retention strategies.

The thesis was based upon statistics and a survey that was implemented and conducted inside Lebanon. The survey, which was in the form of questionnaires, included 56 questionnaires that were completed by employees and 8 questionnaires that were completed by employers.

The research indicated that voluntary turnover in specialized banks happens as a result of employees’ dissatisfaction; it also showed that voluntary turnover negatively affects the bank by causing high costs and creating a structural gap and finally proved that reducing the voluntary turnover rate can improve the retention of talents in specialized banks.

Mini bio

In addition to the Doctorate of Business Administration from Grenoble Ecole de Management, Dr. Rebel Y. Hanna holds a Master’s Degree (MSc) in Organizations’ Management from the University of Quebec (UQAC), a DESS in Business Computer from the CNAM, Paris. Dr. Hanna has more than 28 years of professional experience in the commercial, investment, corporate and private banking industry. He joined Banque BEMO sal in August 2009 as Executive Director, heading the Financial Institutions, Branches Network, and Market Intelligence. Before joining Banque BEMO, Dr. Hanna was Managing Director at BSEC-BEMO SECURITIZATION, heading the Transaction Banking Group and managing the First SPV and the First ABCP Conduit in the Middle East. Parallel to his professional path, Dr. Rebel Hanna is Lecturer at different management schools in Beirut, Lebanon. His research interests are especially human resources, knowledge management, strategic management, customer relationship management and customer centricity, structured finance, and securitization.
The disasters wrought by hurricanes Katrina and Rita in the New Orleans area in 2005 created a natural experiment to investigate recovery processes. The purpose of this thesis is twofold: On the one hand, it undertakes a survey of a specific industry to investigate the impacts on the industry and how it has managed to recover. On the other hand, this study attempts to provide a general framework for analysis and provide some answers that go beyond a particular industry and offer general validity. The framework for analysis is necessary, because no controlled experiment is possible. Specifically, what factors influenced the decisions of small businesses owners to reopen in the area affected by hurricane Katrina? What issues, circumstances, influences, pressures, support, or lack thereof did they face? Businesses in the New Orleans, Louisiana (USA), continue to face enormous challenges; hurricane Katrina was perhaps the greatest disaster to befall a U.S. city.
Anticipating consumer preferences based on implicit cultural imprinting

Thesis abstract

The purpose of this dissertation was to develop and test an alternative approach to market segmentation that focuses on early cultural experiences of generational cohorts. Qualitative and quantitative research methods were used to identify and confirm generational differences in early childhood memories. Results from this research provide initial yet promising support for the utility of the proposed model as a method of anticipating future product development or product modifications as generational cohorts transition into market segments based on age or life stage. However, additional research is needed to further delineate the mechanisms through which early cultural memories affect preferences during adulthood.

Mini bio

Dr Mary Hinesly is Lecturer in American Business History and Business Communications at Stephen M. Ross School of Business, University of Michigan.
Corporate spin-offs: Examining the effects on the entrepreneurial orientation extraction–financial performance relationship

This research examines the process by which a corporate parent company spins off its subsidiary, as well as the level of corporate entrepreneurship extracted from the strategic management of the parent company and the performance of the corporate spinoff during the post-separation phase. Some existing literature considers the value creation of spinoffs from the parent company’s perspective and predictors of their financial performance, but little attention has addressed the potential positive impact of corporate entrepreneurship on the financial performance of the spinoff. This gap raises questions about portion of a spinoff’s financial performance correlates with the parent company’s level of corporate entrepreneurship.

As projects or business units of diversified firms, spinoffs previously were under the influence of their corporate parents, but when a spinoff becomes completely independent, it can adjust its strategic profiles to compete with its industry peers. The likelihood of the spinoff’s financial success increases when it can match its own strengths and weaknesses with industry opportunity and threats. Agency theory suggests that a spin-off event provides substantial motivation for the spinoff’s top management to take strategic action, because of the better market performance incentives after the separation. However, a spinoff’s positive market performance is predicated on the alignment of shareholder and managerial interests, and top management may be influenced to take proper strategic action by the pressure of scrutiny by shareholders, investors, analysts, and boards of directors.
This research studies the real-world problem of resistance or delayed implementation of information technologies (IT) by micro-small business owners (MSBO) at the initiation of their business. This thesis therefore attempts to answer the question, Why do MSBOs resist or delay IT when they start their businesses? In addition, it aims to use the results to encourage MSBOs to integrate the use of IT at the very start of their business.

A MSBO consists of an individual business owner who employs one to nine employees and usually is the sole employee. These establishments are colloquially known as “Mom and Pop” businesses, in which the MSBO is the CEO, maintenance employee, and all other employees in the business, though a spouse might be another employee. Furthermore, this study defines IT usage as the use of personal or networked computers to run various types of software that aid in daily business operations and revenue tracking. With this broad range of uses, the intent in this research is to focus on the rudimentary beginnings of IT use in business. One consistent finding reveals that MSBOs are well aware of IT and its benefits, yet many still do not implement IT at start of their business.

A simple drive or walk on any street finds any number of small businesses. This observation serves as evidence that the community of small business owners should have thoughts and opinions about business ownership and its varied experiences and practices. Moreover, previous studies on the use of IT by businesses reveal the need to question small business owners’ understanding of IT, as well as their knowledge about the benefits of using it from the start of their businesses. This thesis reveals that MSBOs provide considerable revenue and income earning opportunities. That contribution, coupled with existing performance statistics, qualifies this community of business owners as of interest to continued research.
Thesis abstract

In recent years, a significant volume of industrial and academic research has been directed toward understanding the evolution and development of ERP systems and their associated applications. However, the associated technological and social changes are significant, and although many corporations have successfully implemented ERP, there have also been many reported cases of failed implementation.

This has led several researchers to examine in detail the causes of these failures in an effort to identify critical success factors associated with successful implementation.

This dissertation reports on an action research study that arose from an initiative designed to improve the likelihood of success when implementing a particular UK developed ERP system in China, namely “System 21” from JBA International. The project in which this research is embedded was a joint venture between JBA and a leading US beverage company, Pepsi Cola.

The dissertation initially focuses on the analysis of underlying reasons for pilot project failures in this joint venture. This draws upon qualitative data from managers, consultants, and other stakeholders involved in the ERP implementation at three geographically dispersed sites. The research then turns to an examination of ERP implementation methodology in the context of joint venture collaboration and associated issues such as change management and business process (re)engineering.

This is grounded in a literature review of several approaches adopted by the major ERP solution providers.
The literature review phase is followed by the design and distribution of a detailed questionnaire aimed at identifying, and subsequently addressing, the concerns of various customer stakeholders in a number of Hong Kong based businesses spanning a range of industrial sectors. Its aim was to secure the necessary improvements in methodology required to underpin the successful implementation in future Pepsi joint venture projects in China. Ultimately, this led to a set of recommendations in the form of a strategic framework for implementing ERP systems in China.

In summary, a key deliverable arising from the research was the production of a business model for the achievement of success when implementing joint venture ERP systems in China. A second related deliverable is the improvement of the generic implementation methodology currently available to customers of “System 21.” This has been achieved by developing a framework evolved from an adaptive approach to the implementation of ERP systems. To a great extent, the findings and recommendations are also applicable to other multinational companies that are operating in China and keen on implementing ERP systems within this particular setting, with its associated cultural and other restrictions.
Culturally grounded knowledge management in the new European Union: A theoretical and empirical analysis

Thesis abstract

Organizations located within the Central and Eastern Europe are in position to suffer the loss of vast numbers of knowledge workers in the next several years as the migratory restrictions for citizens of new European Union members disappear on May 2011 and January 2014. Such human knowledge worker migration has been referred to as “brain drain,” which necessitates the effective management of knowledge with the threatened organizations. This thesis aims to enhance the understanding of the interrelationships of culture, management, and technology to develop a model that provides an effective framework and methodology to assess culture and manage knowledge within organizations in transitioning countries.

This model expands on existing scholarly and practitioner research in knowledge management conducted from Western and Asian perspectives. An extensive, exploratory and highly theory-based literature review and analysis delves into multiple themes associated with this research: migration, brain drain, new growth theory, epistemology, knowledge management, culture, and supportive social, political, and economic concepts. An in-depth contextual case study of an information technology and software engineering organization supports the theoretical concepts through social constructivist methods of inquiry and data collection with survey questionnaires, documentary analysis, semi-structured interviews, and open discussions with informants. The case study also is supplemented with two smaller-scale studies to triangulate and calibrate the data. The data, methodological approach, and research design support the development of the Culturally Grounded Knowledge Management Model (CG-KM Model), a framework for the management of knowledge during periods of socio-political and socio-economic change. This study also offers broader implications for the management of organizations and further research recommendations in this dynamic area.

Mini bio

Dr. Matthew Jelavic is a Professor in the School of Science and Engineering Technology at Durham College and Adjunct Assistant Professor in the Faculty of Business and Information Technology at the University of Ontario Institute of Technology (UOIT), both located in Oshawa, Canada. He also serves as National Vice-President of Education with the Canadian Institute of Management. He received his Doctorate of Business Administration from the Grenoble Ecole de Management and a Master’s degree in Management Sciences from the University of Waterloo. His research focuses on knowledge, technology and innovation management, organizational theory, cultural analysis, international business and global strategic management.
Leadership impact on motivation, cohesiveness, and effectiveness in virtual teams: A FIRO perspective

Dr. Nancy JENSTER

Thesis abstract

Leadership of virtual teams is complex and problematic and requires heightened awareness of the interpersonal behaviors that motivate, involve, direct, and support team members dispersed geographically and by time. This research examines the impact of three sets of leadership behaviors described in FIRO theory—include, control, and affection—on team motivation, cohesiveness, and effectiveness.

A sample of 221 virtual team members who constitute 31 operational virtual teams across four business organizations responded to an online survey designed to measure perceived leadership behaviors in the three FIRO areas, as well as perceived team cohesiveness and perceived team motivation. External team supervisors responded to a separate survey and provided an external evaluation of each virtual team’s effectiveness. The data analysis relies on bivariate correlational methods, and the findings show significant positive relationships between perceived leadership behaviors and motivation (.460) and perceived leadership behaviors and cohesiveness (.453), as well as positive correlations between team cohesiveness and team motivation (.525). Of the three leadership behaviors, perceived affection exhibits the highest correlation with team cohesiveness (.476) and motivation (.453).
Accordingly, this study contributes a new, validated, reliable, 30-item questionnaire to evaluate team members’ perceptions of expressed FIRO behaviors in virtual team settings. Therefore, human resource managers gain a practical tool for evaluating virtual team members’ perceptions of a leader’s behavior. Combined with the motivation and cohesiveness scales, this leadership behavior feedback questionnaire offers managers a means to ascertain the motivation, cohesiveness, and leadership perceptions of virtual teams.

Mini bio
Dr. Nancy Penland Jenster is currently Coach and Professor at the Nordic International Management Institute in Chengdu, China. She is also Consultant for the Center for International Management and Industrial Development (Cimid S.A.), Switzerland. She has more than 25 years of international marketing, sales, customer service, and communications training experience in large multinational firms including General Electric, Nortel, and American Brands. She obtained her MBA from the University of Pittsburgh and her BA in Japanese Language and Culture from Sophia University in Tokyo. She holds a Doctorate of Business Administration (DBA) from Grenoble Ecole de Management. Dr. Jenster specializes in delivering and facilitating action learning–based development programs, focusing on leadership development, cross-cultural team communication, virtual team dynamics, conflict management, and public presentation skills for global business.
Controller management involvement context, role and determinants: A theory-building case study research

Thesis abstract

This study sets out to address specific research gaps regarding controller management using theory-building case study research. In a longitudinal participant observation study, this investigation considers the context, role, and determinants of controller management involvement. Findings in these three areas lead to an integrated framework.

Regarding the role of controller management, this study establishes the value creation characteristics of business processes in the organization and the value creation management procedure for the management process. Understanding how business processes create value and how an organization manages the value creation process to create maximum value for shareholders are critical forms of business and management knowledge that the role of the controller requires.

The role profile spans both business unit management and financial topics, as well as administration of the management process through planning, business execution, and reviewing. By participating in decisions during the plan—do—review process, the controller interacts and communicates with process owners and business unit management to facilitate better decisions about the value creation process. The dual role responsibilities of the controller appears inherently associated with controller management involvement and together contribute to value creation.
The determinants of controller management involvement include the decision-making process of the controller, the process owner and the supervisor in the process, and the role effectiveness of controller management involvement. Controller management involvement is subject to the decisions of all actors in the process, including the controller, the process owner, and the supervisor. To enable the controller to contribute to the organizational value creation process, the organization must encourage these actors to make positive involvement decisions.

Some of the findings support but others challenge previous findings in extant literature. This study also uncovers new features of controller management involvement that have been ignored in previous research. A range of practical recommendation measures and implementation approaches can help organizations enhance controller management involvement in their organizations. This thesis therefore contributes to theoretical literature by expanding understanding of controller management involvement phenomenon and also has managerial implications for practice.

Mini bio

Dr. Zhongfang Johnson Jiang holds a Doctorate in Business Administration, and Master Degree in the Science of Management. His career in finance and accounting spans some twenty years during which he made steady progression with private and publicly listed companies. Prior to current position as Project Manager, AkzoNobel China Financial Shared Service Center, Dr. Zhongfang has about 12 years of experience as Financial Controller in different multinational companies. Dr. Zhongfang also worked in the consulting field for about three years providing M&A consulting on a contract basis to new entrants to China.
Assessing factors and project performance – Study of construction subcontractors in China

With the development of the construction industry, large and mega-large construction projects continue to come to the fore. General contractors for construction projects have found that the projects are becoming bigger and bigger, while construction tasks have become more complicated and diversified. Currently, the general engineering, procurement and construction (EPC) model is one project management model commonly used for medium-sized and large construction projects at home and abroad, and project subcontracting and labor subcontracting is one of the basic models for implementing EPC. Central to the implementation of construction projects are the issues of selection, assessment, and hiring of qualified subcontractors; effective monitoring and management of the construction process; good control of construction quality, safety, and costs; and on-time completion of construction tasks as agreed. In China’s current construction industry subcontracting practices, there are still certain issues that cannot be ignored. For example, the project contractors still have a certain gap to bridge with their counterparts from developed countries in terms of overall project and subcontractor management abilities. Specific construction personnel in China are mostly migrant workers, the majority of whom lack specialized training and whose overall education and qualifications are low, thus making effective management difficult and eventually affecting the project period, project quality, construction safety, project cost, and compliance and scientific operations. Contractors are sometimes unable to choose the optimum subcontractor because they often receive instructions from project owners in the project subcontracting process, which affects their effective management of the subcontractors. In nominal subcontracting, the actual subcontractors are affiliated to the nominal subcontractors only in name; with the latter having no real control
over the former, the actual subcontractors often cannot meet the technological or management requirements for construction, which affects project period, quality, safety, and cost. Further subcontracting leads to multi-level subcontracting and exploitation and affects project cost, quality, safety, and scheduling, etc.

Through empirical research on the above situation of Chinese construction industry, this dissertation seeks to examine the relationship between the factors in selecting subcontractors and their project performance. Theoretically, it analyzes the current status of Chinese construction subcontractors and verifies the key assessing factors associated with their performance, analyzes the operating mechanisms and paths of the factors that affect subcontractor project performance, and puts forward opinions for practical guidance and suggestions on how general project contractors should choose and use subcontractors and establish good and sustainable cooperative relationships with subcontractors, as well as how the subcontractors should improve their market competitiveness.

This dissertation adopts various research methods including theoretical analysis, literature review, and empirical research to study the key factors assessing construction engineering subcontractor performance in China. It provides theoretical references to establish a set of effective mechanisms and methods for selecting subcontractors and, thus, enriches the research on supply chain management applications for construction enterprises in China. Meanwhile, the research contained in the dissertation is of practical significance in guiding Chinese construction engineering contractors in the selection of appropriate subcontractors. It can help construction enterprises to accurately define and nurture their core competitiveness and advance standardized and scientific business behavior in China’s construction market.
Dr. Joseph KELADA

Why do the majority of change initiatives fail and what to do about it? The example of Total Quality Management

Thesis abstract

Based on his professional experience in different types of organizations with various responsibilities in the field of Quality management, the author has noted a high and alarming rate of failure in change initiatives and realized their highly negative consequences on business performance.

The literature review in three parts deals with (1) change management, (2) change initiative failures & successes, and (3) the special case of TQM change initiatives. It confirmed that there is a high rate of change initiatives failures in general, and especially in the case of TQM.

Beside the causes in the literature, this study identifies three important causes for failures of change initiatives:

(1) A large number of organizations launch change initiatives based on a wrong diagnosis or even worst based on no diagnosis at all.

(2) The fact that most managers and consultants, practitioners and academics, time and time again, tend to confuse problems with causes, dysfunctions, weaknesses, symptoms and consequences. This is the reason why many attempts to solve problems do fail to change a situation.

(3) As far as TQM is concerned, an important cause of failure of the change initiatives is the fact that there is no clear and objective definition of TQM. The very origin of Total Quality is, to say the least, the object of confusion in the business community. Some authors allege that it was Dr W. Edwards Deming, the world known Quality Guru, who has coined tins expression.
Due to the importance of the investments in people and resources involved in the many change initiatives in all sectors of the business world, we have chosen to examine the aspects of such changes. This led us to suggest a framework that should improve this situation. We have developed and implemented this framework in TQM projects but also in Corporate Performance Diagnosis consultancy projects as well as in the teaching in the Ph. D, MEA and M. Sc. programs in our Business School.

To illustrate the application of this framework we have discussed a number of case studies either from articles in specialized publications or case studies representing a success or a failure.
The last two decades have witnessed an exponential sprout for the management consulting industry where consultancies have been recognized for their role as modern “Knowledge Creators” due to their significant influence in shaping management practice; such capacity to influence stems from consultancies’ continuous interaction and tight relationships with client firms, business schools, and business, economics and general news media.

The present thesis examines the process by which knowledge creation occurs within management consultancies for services rendered to clients regarding Corporate Strategy. The central research issue is to understand the process of knowledge creation – how knowledge is created and what knowledge is created. Corporate strategy was chosen as a specific research focus because it is a distinguished area of management consulting where few standard tools or solutions can be proposed.

Exploring management consultancies as a knowledge creating community was based on several conceptualizations of knowledge creation developed and proposed over the years. These conceptualizations have been combined into a research model adopted for the purposes of this doctoral research. The motivation behind the use of a combined model of knowledge creation is to construct an entry point toward the exploration and understanding of consultants’ knowledge creation practices, as opposed to comparing or criticizing consulting knowledge. The empirical research was conducted focusing explicitly on a group of informants who are practicing consultants in MENA and GCC countries. The data was collected through an online qualitative survey supported by a dedicated software and was analyzed qualitatively in search of patterns in consultants’ knowledge creation practices and the role of community belonging to knowledge creation.
The question of whether consultants create knowledge in terms of corporate strategy cannot be answered by absolute confirmation (yes) or negation (no); rather, the answer to such a question should be probed taking into consideration that knowledge creation is correlated with the affecting contingency factors and the context of the consulting process. Hence, the different contingency combinations and the consulting process phase lead to different results, be it knowledge creation, knowledge internalization, or knowledge exploitation. Nevertheless, results confirm that consultants share common understandings and paradigms that make particular consulting firms excel and reach a larger group of consultants. Management consultants in large international firms and in small local firms alike first look at past experiences and old cases when handling a new assignment. The results of the study prove that creation of knowledge associated with corporate strategy does occur at the end of each assignment in the sense that findings and emerging learning from the assignment are sanitized and internalized into the consulting firm, resulting in either completely new knowledge or an upgrade of existing knowledge; in either case, the new learning is accumulated in the consultancy’s knowledge base and shared within the firm for referral and use in future assignments.

Mini bio

In addition to his DBA from Grenoble Ecole de Management, Dr. Mazen A. Khattab holds a double Executive Master of Business Administration from ESCE-P-EAP (France) and Ecole Supérieure des Affaires (Lebanon), and an MSc. in Business Administration & Management from the Université Saint-Joseph (Lebanon). Dr. Mazen A. Khattab is a seasoned professional with multidisciplinary background including business development, corporate strategy, strategic marketing, revenue assurance and revenue chain management, project management, and management consulting. He has served as a senior staff member in several companies operating in the fields of mobile telecommunications and industry. Dr. Khattab is an Entrepreneur who enjoys a strong public relations network. In addition, he is a recognized Management Consultant through his Full Membership in the Institute of Management Consultants (IMC). Since 2010, he has served as the Managing Partner of “Rising Management & Strategy Consultants,” a strategy and business consultancy that he founded with the focus on serving startups and growing small and medium enterprises in the Middle East and Africa. In 2011, believing in the opportunities of the newly born country of South Sudan, he co-established Fenix Investments to originate deals in several sectors including services, real estate, and medical supplies. Moreover, he co-founded C.N. Casa Naturali in 2012 to trade in natural and organic products.
Principal investigators are critical actors in nanotechnology research, yet few studies have explored the personal actions and experiences of PIs. In this study, I examined various principal investigators and their approach to new boundary spanning and entrepreneurial roles. Using a case study methodology with a combination of interviews and observation over three years, I investigated the actions of PIs who led multiple nanotechnology projects, successfully funding their efforts, building and nurturing teams, forging relations with industry, and facilitating the commercialization of their work. This thesis presents two areas of analysis: PIs and their experiences moving beyond functional roles and an analysis of a new role as knowledge brokers. This study suggests that by engaging in specific brokering activities, investigators can move from being inventors to being innovators.

In the first area of analysis, I found that these PIs actively seek organizational alignment that allow them to “make things happen” while creating harmony between the university and enterprise. They sought organizational alignment while working in roles beyond those of the functional tasks of program management. The PIs demonstrated boundary-spanning activities, in particular a propensity for welcoming strangers into their labs and practicing “good grantsmanship” through thoughtful collaboration. The study found that the PIs manage tensions with the mentorship of aspiring researchers vs. their goals of getting PhDs and tenure and technology transfer tensions by working informally outside of technology transfer offices. PIs drove projects through a combination of creative acts that manifested themselves in multiple ways, including the traditional publications but also in the production of patents, products, and talented students with new skill sets.
In the second area of analysis, I explore the activities of the PIs and suggest a model for knowledge brokering. The PIs acted as brokers, helping to increase the absorptive capacity by identifying structural holes and building trust. The PIs identified structural holes by extrapolating potential applications for their nascent discoveries and then actively seeking individuals and opportunities to build bridges between the holes. They built trust through initiating projects and aligning interests external to the lab through careful execution of projects and while doing so, they deliberately anticipated possible risks that could thwart their goals and prevent the new technology from leaving the lab successfully.

These findings have management implications including key skills that we might train and encourage in PIs. I propose a training workshop for PIs on the activities of brokering, including an instructional design and workshop scenarios. Through this research, I provide an opportunity to hear the voices of PIs on these topics and contribute to our understanding of PIs as critical actors in the pursuit of science.

Mini bio

Dr. Donna K. Kidwell has a Master’s in Technology Commercialization from the McCombs School, UT Austin, and a Doctorate in Business Administration from Grenoble Ecole de Management. Before starting her own company, Dr. Kidwell was the Director of Online Programs at the IC2 Institute (University of Texas) where she developed and managed entrepreneurial training for mentors and innovators worldwide. She had managed innovation programs in Korea and Mexico where she had worked with innovators to achieve over $10M USD in new revenue. She has taught entrepreneurship and technology transfer in Colombia, Egypt, Hungary, India, and Russia. Prior to the IC2 Institute, she developed software and online training systems for companies such as Keller Williams Realty, Intl., the third largest residential real estate company in North America, and Exxon Mobile. Her research interests include the actions required to create innovation, the motivation and execution of entrepreneurial projects, and the role of games in system design.
An empirical investigation of the factors influencing the success of electronic B2B markets

The history of electronic markets dates back to the 1980’s and early 1990’s, when the first (pre-Internet) electronic marketplaces (EMs) were built. The adoption of the Internet by business companies and trade organizations has made Internet-based EMs an important phenomenon though. An analysis of the creations and announcements of EMs during their “boom time” shows that after 1997 and up to July 2002, more than 1000 marketplaces had emerged worldwide. This dramatic increase in the number (and popularity) of EMs prompted reports of a crisis among eBusiness companies and EMs alike that forced firms to cut personnel or even shut down.

With a multiple case study approach, this study investigates 10 German EMs from several industries over a long period. The objective of this thesis is to determine the (independent) factors that might influence the three dimensions of the success of electronic markets. That is, this thesis tries to determine if it is possible to identify the factors that influence the success of electronic markets. More specifically,

- Can we identify factors influencing the entry order (first mover, late follower) of a marketplace?
- Can we identify factors influencing the adoption/penetration of a marketplace?
- Can we identify factors influencing the competitive advantage of a marketplace?
These three dimensions of the “success” construct are based on previous research by Reich and Benbasat (1990). Furthermore, two other research questions are posed:

- Can other dimensions of electronic market success be determined?
- What are the interrelations among the three success dimensions for EMs? Is success on one dimension related to success on another dimension?

This thesis shows that adoption rates are influenced primarily by the service offering of the EM, its pricing model, and the existence of facilitating and inhibiting industry factors. Furthermore, competitive advantages depend on the adoption rate and availability of financial resources. A complex interrelation among adoption rate, competitive advantage, and financial resources also emerges from the findings.

Mini bio

Dr. Joerg Killer obtained a Doctorate of Business Administration (DBA) from the Henley Management College. He is a manager with Schreiner Group (pharmaceutical sector) in Munich. His main area of interest is innovation management and strategy. Previously, Dr. Killer worked for Dr. Wieselhuber & Partner GmbH, PRTM Management Consultants and KPMG Peat Marwick.
Thesis abstract

Patients’ view about healthcare service delivery is a neglected subject in many developing countries such as Lebanon. Patients are viewed as passive beneficiaries of healthcare service with muted voices. However, the patients’ perceptions of service quality and satisfaction with healthcare services can assist management and policy makers in the design, implementation, and evaluation of services that in turn assist to better improve and deliver qualitative healthcare to the populace. Thus, the present research study aims to contribute to the development of knowledge on patient satisfaction. More specifically, it attempts to distinctively identify the key healthcare dimensions that impact patient satisfaction with primary care services in Lebanon.

To achieve this goal, a literature review is conducted in order to provide an original conceptualization of patient satisfaction and its drivers. Based on the literature review, an exploratory qualitative study is undertaken to gain insight into specific influencing factors that are incorporated into the conceptual satisfaction model. An original model is developed that illustrates the effects of four influencing factors (physician care, price of care, access to care, and atmospherics of care) on outpatient satisfaction and tests a set of hypotheses covering the mediating and moderating effects.

The empirical study is designed to explore effects and to transfer gained knowledge into management guidelines. The research is conducted at Mount Lebanon Clinic (which is the property of the researcher’s family and a typical case of clinics in Lebanon) on a sample of 385 outpatients. Multiple regression analysis is used to test the hypotheses.
The results of this research are twofold. First, a model that details relationships between influencing factors and patient satisfaction is proposed and validated in the Lebanese context. Second, an advanced model of patient satisfaction is developed. It is designed to view patient satisfaction more holistically and to provide guidelines for healthcare providers. The existence of two mediating variables is unveiled: distributive justice and perceived healthcare quality. The moderating role of age, income, and gender is also examined.
In the last decade, there has been significant research in the framework of identity theory, on the management of multiple roles, identities, and daily micro-role transitions. This body of research, based on the founding work of Katz and Kahn on “the organization as a system of roles” analyzes the means put in place by individuals to create and maintain role boundaries, assesses the nature of these boundaries (e.g., permeability and flexibility), and explores the nature of role transitions (planned vs. interposed). Research has also been conducted on the perceptions individuals have about their own roles and the associated in-role and extra-role behaviors as a parallel to the social expectations regarding individual formalized roles.

There has also been so far an extensive set of literature on the blurring of boundaries between professional (working) hours and private (leisure) time, in particular from the perspective of work-life and work-family balance. This specific body of research also addresses the issues of home-role versus work-role conflicts and of the stress that balancing these two types of roles may generate on workers and also encompasses research about how individuals differentiate “work” from “home” in their own perception of space and time and in their desire for more or less role and identity segmentation.

The purpose of our approach is to complement and unify these two bodies of research in the specific context of the usage of ICTs in the professional environment. More specifically, we address the usage of electronic mail, the most successful ICT communication channel in the professional sphere. Our research complements previous research on the impact of information and communication technologies (ICTs) on how individuals manage the boundaries between their different daily roles, and in particular how they manage the interposed role transitions generated by incoming mail.
Our research is designed around the phenomenon of spam, e.g., unsolicited electronic mail, which represents in our view the “dark side” of mail. This phenomenon encompasses all the elements of research described above, e.g., the blurring of boundaries between professional and non-professional roles, the perception of in-role and extra-role behaviors, the adverse impact of ICTs on business ethics, and the usage of e-mail communications in the business environment. As such, e-mail deserves an in-depth analysis, both from the theoretical and from the managerial viewpoint.

Mini bio

Dr. Fernando Lagrana holds a Doctorate of Business Administration from Grenoble Ecole de Management and is Adjunct Faculty in Management, Leadership and Business Communications at Webster University’s George Walker School of Business. With 30 years of experience in the telecom and ICT sectors, both at the technical, operational, managerial and international policy level, Dr. Lagrana has specialized in the management of top-level international events at C- and Head of State levels (ITU TELECOM series of events, World Summit on Information Society, International Conferences). His field of research includes business ethics, critical thinking, thought leadership, as well as the social impact of ICT usage.
Economic and management factors affecting the adoption of presentation technology by law firms

Supervisor:  
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In the United States, attorneys on both sides of criminal and civil litigation have the right to employ expert witnesses; in most cases, they also have the right to request a jury trial. At the time of this research, attorneys had just begun using Microsoft PowerPoint and other electronic slideshows, as well as document management systems, which prompted some hesitancy by attorneys and the courts regarding this transition from conventional enlarged photographs, models, and maps. This research therefore seeks answers to two key questions:

1. What perceptions influence decisions by attorneys to adopt technologies?

2. What are the issues, variables, and influences that matter to microbusinesses run by entrepreneurs who, when they decide to adopt a new technology for their businesses, are also the people who must use it?

The Louisiana State Bar Association backed this research, and the 2004 Louisiana State Bar Association Legal Technology Survey served as the research instrument. The technology acceptance model provided the primary theoretical basis. Most of the 487 surveys were completed in actual courtrooms throughout the State of Louisiana, USA.

Respondents who use computers recreationally and socially, as well as in their businesses, are more likely to adopt computer presentation technology. This research also shows that perceptions of its cost and usefulness influence technology adoptions by small firms.

Mini bio

Dr. John Lambert earned his DBA from Grenoble Ecole de Management at age 50, and was hired for a faculty position at the University of Southern Mississippi. His research areas include consumer ethnocentrism, management and technology management. His main research track is a longitudinal and ongoing data collection effort concerning local preferences for locally, fresh-caught shrimp vs. imported foreign shrimp, using the CETSCALE as the theoretical basis for analysis. This research gained national attention during the 2010 BP oil spill.
An analysis of success factors in foreign investment of Chinese manufacturing enterprises: A case study of Sinatext

Thesis abstract

Based on real-life experience and lessons acquired from successful overseas operations of foreign multinational corporations (MNC), this thesis analyzes the key drivers of success in the multinational operations of a Chinese enterprise, using a combination of major theoretical research and actual case studies. Principally, this thesis addresses two key questions:

1. For an international MNC, what are the key success factors for foreign investment?
2. For a relatively young Chinese enterprise engaged in foreign investment operations, what are the suitable key success factors?

Through an extensive literature review, this thesis identifies relevant key success factors for foreign investments by MNCs and proceeds to test whether these key factors apply to foreign investments by Chinese MNCs in manufacturing industries, using related theories and case studies of multinational operations by Chinese MNCs. As a result, this study demonstrates the implications of these key success factors with reference to currently successful foreign investments by Chinese manufacturing enterprises. Finally, this research specifies the success factors for foreign investments by Chinese manufacturing enterprises.

Mini bio

Dr. Li Jian Hua was special representative of the President and special assistant to the CEO of WorldBest Group, acting as the general manager of WorldBest (Mexico) SINATEX SA DE CV, CEO of WorldBest (Canada) Industries Inc., general manager of U.S. UNISAN Corporation, and general manager of WorldBest Group (China) Textiles Import & Export Company of Mexico. He has been cited as the excellent CPC Member of WorldBest Group many times, earning the silver Lanneret Award twice and the gold Lanneret Award once. In 2004, Li Jianhua was made an honorary citizen of Obregon in Mexico.
Empirical study of equity risk premium for the Chinese stock market

Thesis abstract

After reviewing extant literatures, this dissertation considers the equity risk premium, a conception related with expectation; thus, it could also be termed as the expected equity risk premium. There is historical evidence that the equity investment return exceeds government bond investment, which is defined as historical equity risk premium—a totally different concept from the expected one. In summary of the literatures, the estimation results of the equity risk premium based on earnings forecast by the ex ante approach are more stable and reliable compared with results by the ex post approach.

After analyzing the history and current situation of the Chinese securities market, this dissertation determines the research objects of Chinese A-shares and H-shares market, considers HS300 index and HSCEI as a proxy of A-shares and H-shares market, respectively; chooses a period starting from year 2005 as a sample period; takes market consensus of earnings forecast as inputs; and constructs a three-stage DDM to measure the equity risk premiums of the A-shares and H-shares markets. For comparison, this research also calculates the historical equity risk premiums by the ex post approach.

By analyzing empirical results, the historical results are greatly influenced by sample period selection and are volatile with high standard deviation and poor stability. Thus, this dissertation holds that the ex post approach is not suitable for the current Chinese stock market and the historical results can’t be used as inputs to stock pricing models directly. The expected equity risk premiums, however, are almost not influenced by sample period selection and are stable with a low standard deviation.
Thus, the expected equity risk premiums by the ex ante approach are a reasonable and reliable estimation of the true value of the equity risk premium of the Chinese stock market and could be used for stock pricing and measuring the risk preference level of the whole market.

This research adopts time series analysis tools, mainly GARCH models, to analyze the expected equity risk premium series of A-shares. The main findings are the series is stationary and there is ARCH effect in the mean equation that can be captured by GARCH models. By comparing different GARCH models, EGARCH(1,1)-M is selected for its better fitting and forecasting abilities of the expected equity risk premium series of A-shares. These are helpful in predicting the market trend.

Based on the logic of DDM, the research of A/H shares price premium puzzle decomposed the influencing factor into three factors (the difference of the equity risk premiums between these two markets, the difference of earnings forecasts, and the difference of risk-free rates) and conducted econometrical analysis through impulse response function and variance decomposition based on the VAR model, to analyze influence of above mentioned factors. The main finding is, the explanatory power of difference of the equity risk premiums is relatively strong.

Finally, this research analyzed the relation of the equity risk premiums between A-shares and H-shares market, and a co-integration relation is identified and described through Engle Granger co-integration analysis. This co-integration relation provides reference for cross market arbitrage strategy in A-shares and H-shares market.
An empirical study of the influential factors of executives’ equity-based revenue in Chinese listed companies

Stock options, which prevailed across Western countries at the end of the twentieth century, offer an appealing prize to executives and have been highly recommended by most leading multinational companies in the United States and Europe because they combine incentives with restrictions. The sensibility of motivating executives with equity initially was well supported by theory. In addition, management motivation has become a topic of interest in China, and Chinese corporate reforms often include equity-based incentives and stock option systems, in an attempt to facilitate the adjustment of the present the security market.

This study addresses these conditions. First, it undertakes a thorough review of relevant literature on this very subject and overseas and domestic empirical studies. Second, a multiple linear regression analysis model uses statistical data about Chinese listed companies to identify determinant or influential factors regarding which part of executives’ revenues should be linked to equity. Third, an empirical analysis of present practices offers with some suggestions based on the observation of differences between theory and practices, which may be helpful for the construction of future incentive systems.

Dr. Lei Li holds a Doctorate of Business Administration from Grenoble Ecole de Management, France, an MBA and a Master’s degree. He has been working with multinational companies for over 15 years in various managerial capacities. He is an experienced management workshop facilitator and a frequent guest speaker for western MBA and EMBA students on their international study trips to China. Witnessing the exciting dynamics of China’s economic growth, Dr. Lei Li is very interested in studying the difference in human resources management practices between western and oriental cultures. He is currently Vice President of Human Resources for APAC area with an international corporation, commuting between China and Singapore.
An empirical research on cinema theatre location selection in China

Thesis abstract

Location selection is a kind of irreversible investment that may have continuing effects on the daily management of an enterprise. The daily operations of a cinema rely especially strongly on its location, which means location must be given first priority at the initiation of a business. This dissertation mainly deals with the influence of the location decision on cinemas’ business performance. It offers a general review of relevant studies by both domestic and foreign scholars and analyzes the impact a set of factors (e.g., the grade of the commercial centers, concentration of commercial facilities, whether located in shopping malls, traffic conditions nearby, demographic factors, number of other cinemas) on the business performance of cinemas. To validate the proposed hypotheses, this study investigates the top 30 cinemas, in terms of annual box office, located in two influential circuits in Shanghai.

The results confirm nearly all the hypotheses. Factors such as the grade of commercial centers, concentration of commercial facilities, a location in shopping malls, traffic conditions, and the number of cinemas nearby have significant influences on cinema performance. However, the local population did not emerge as an influential factor.

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Defense date:
January 2008
The effect of information systems’ usage on the job satisfaction of the commercial banking sector employees in Lebanon

Thesis abstract
This doctoral research aims to gain insights into the relationships between information system usage and employee job satisfaction in the commercial banking sector of Lebanon. Information systems are becoming pervasive in banking organizations. This research uses motivational theory, information systems implementation, and usage theory as a theoretical background to provide new insights into the factors that affect job satisfaction and motivation among employees. The proposed model, based on a literature review, is tested using quantitative research techniques.

The research sample from Lebanon includes 547 respondents (272 men [49.7%] and 275 women [50.3%]) from 38 different bank branches and departments across nine locations. The proposed factors clarify understanding of the job satisfaction process for commercial banking employees in Lebanon. The findings also support the importance information system usage in this work environment and suggest that bank management should consider the number of hours spent using an information system and working experience as means to improve job satisfaction.

Mini bio
Dr. Bassem Maamari joined the Lebanese American University’s School of Business in 1998 as a part-time faculty member in the department of Management, and became full-time faculty in October 2010. He obtained a Master’s in Business Management and a BSc in Business Accounting from BUC-Beirut before pursuing his DBA degree at Grenoble Ecole de Management. He has 18 years of business experience, mainly in the fields of healthcare, finance, MIS, and sales management, whilst working in Canada, Lebanon, and Saudi Arabia. His career has covered both health services and industrial fast moving consumer goods; his research interests focus on the attitudes and behaviors of people at work.
Global retailers in urban China: How to increase private label brands acceptance of FMCGs recognizing psychographic particularities and preferences of Chinese consumers

Thesis abstract

Since economic reforms began in 1978, China has experienced rapid economic growth, becoming apparently the world’s largest consumer market. However, despite the size and the potential of this market, there are still serious gaps in academic formal understanding of the Chinese buyer behavior in the modern retail environment. Moreover, when referring to Private Label Brands (PLBs) of Fast-Moving Consumer Goods (FMCGs) marketed by local or foreign retailers in China, knowledge is so far primal.

Private labels have been examined in the literature for more than 50 years. Due to the rapid and unavoidable growth of PLB share among retailers’ sales, researchers have looked into different influential factors in attempting to find out the reasons behind the success of these store products. As consumers’ attitudes impact the demand side of FMCGs, their perceptions critically affect decisions on brand selection and therefore the overall performance of PLBs.

The broad aim of this research is to understand attitudinal and behavioral patterns of urban Chinese consumers toward PLB FMCGs at global retailers’ stores operating in China through a systematic analysis and evaluation of their perceptions and behavior.

For this purpose, six specific research questions are addressed.

Following the discussion of these research findings and their comparison with those of previous studies, we found that findings about consumer attitudes and perceptions generally supported previous studies on relevant topics, but also gave us new and specific patterns of urban Chinese consumers. *Price consciousness* was found as the strongest construct that positively influences PLB purchase.
Also, when selecting a product in a supermarket, *quality* appears to be the second most important factor after *price*.

*Brand sensitivity* construct observation has led to interesting findings, showing that urban Chinese shoppers do not rely on brand as one of the most important criteria for purchasing a grocery product in a supermarket. However, *brand*, as product selection criteria in a supermarket, still remains relatively important ranked by shoppers in third place after *price* and *quality*. *Country-of-Origin* effect, a well-known influencing parameter in South-East Asia, was found to be of least importance, ranked fourth out of four by shoppers after *price*, *quality*, and *brand*. In addition, this study also investigates the impact of socio-demographics characteristics on the purchase of PLBs. *Female* gender, *age*, *level of education*, *household size*, and *annual household income* were all found to correlate with PLB acceptance proneness, indicating major differences compared with Western shoppers consumption patterns and behavior.

The findings make a valid empirical contribution to the relevant topics of understanding. They also bring important theoretical and managerial implications to academic researchers and retail marketing practitioners working with Chinese consumers in the modern retail environment for the building of strong and effective PLB programs, with no exception being the key factors of longevity and profitability for modern global retailers.

Mini bio

Dr. Daniel Marciano obtained his Doctorate of Business Administration from Grenoble Ecole de Management and Shanghai’s Tongji University cooperation program. He also holds a Master in Business Administration from Boston University, and he completed his BA in Economics and General Studies at Tel-Aviv University. Currently CEO of Corporell Ltd., an operating company for the development and manufacturing of health and beauty products and brands, he has cumulated 20 years of business experience and practice in the fields of retail management and brand marketing.
Comparing factors that affect the implementation of human resource management systems (HRMS) in the commercial and public sectors, with special emphasis upon PeopleSoft software

The implementation of a human resource management system (HRMS) is a time-consuming, arduous task. A fully matured HRMS can be expensive and take years to implement fully. This requirement forces changes in basic business processes that may not provide returns on the investment for years.

However, HRMS software, such as the package solutions from System Application Products (SAP) in data processing, Oracle HRMS, and PeopleSoft, can offer greater efficiency and the opportunity for increased departmental teamwork and communications. Commercial human resource management systems represent some of the best software on the market for aiding companies in both private and public sectors. Furthermore, HRMS may help companies and private sectors better achieve their business objectives and make them strong enough to attract and maintain the best workforce in human resource–competitive marketplaces.

This study focuses on the factors that affect the implementation of HRMS in the public and private sectors of U.S. companies, with a special emphasis on PeopleSoft HRMS software. It also aims to address some of the implementation difficulties and problems that may occur.

Mini bio

Dr. Lynn Nachtigal has more than 30 years of comprehensive experience directing projects and programs with documented success in the areas of personnel, production and material management, quality assurance and logistics. It consists of being capable of clearly articulating complex concepts and ideas with the added ability of translating technical information into concise and accurate presentations for audiences of all levels. He is today an aggressive problem solver and innovative thinker with the leadership skills to make sound decisions in pressure situations, and as a team builder, capable of implementing best practices and process improvements, while motivating staff to peak performance. His research interest focuses on Operational Process Improvements.
The present study starts from the observation that there is an obvious paradox between the fact that the training/coaching actions that concern managers’ relationships’ skills are considered as needed and useful and the fact that it is often heard that these actions have little (if any) effect on managers’ behaviors. We start with studying, through literature, what these training tools consist of and with which ethical message: how is the consultant/trainer dealing with the training mission that concerns so much of the individuals’ specificities? Studying man and behaviors shows how complicated the task is. What is understood by the notion of “management” that has dealt with diagnosing this type of training needed? We thus choose to observe the potential transcendence of corporate culture and structural configuration on the individuals’ representations of relationships issues. One is questioning the congruence between the training project’s objectives, the training tools chosen, and the corporate context. From a sociology background, we presuppose that some corporate cultural and structural context should facilitate (or not) the success of the training/coaching actions on behaviors and that this may not be sufficiently taken into account by the consultants and the training decision makers. We have therefore chosen to conduct field studies within two very different contexts – both French - where the same type of training had been conducted. We underline the choice of a qualitative approach as the concept of relationships skills is very subjective. The analysis tools specifically chosen were Mintzberg’s corporate structural classification, recently deepened by Pichault and Nizet, and Sainsaulieu and Piotet’s sociological approach on corporate culture. These approaches allow understanding better the contextual background on which the consultant and decision makers normally base their training project.
In the specific cases of the two fields chosen, we do confirm that the complex contextual variable - corporate culture, corporate structural configuration – has been of primary importance to the success or failure of training/coaching actions that are related with behavioral skills, and that the unprepared consultant should look further than lecturing on relationships recipes. The study comes out with the finding that, in turn, the more general economical context (competitors, market) transcends the corporate culture and corporate configuration on their effects on success or failure of training/coaching actions related to relationships skills.

Mini bio

Dr. Isabelle Né first studied Sociology in Rennes and Montreal where she conducted research on sports and ethics issues. Her professional course allowed her to cross with very diverse environments in different countries before joining Grenoble Ecole de Management where she currently works for the People, Organization and Societies department. The research she has conducted there has been on the efficacy of management training on relationships issues in which she looks for favorable factors within the organizational contexts (cultural and structural).
The role of specifications and contracts in outsourced product development in the automotive industry

Thesis abstract

Much attention has been paid to relationships between supplier and buyer firms, especially in the field of product development and in particular in the automotive industry. There has been a growing debate about the need to increase the responsibilities for suppliers and attain a win–win relationship with them, instead of an adversarial relationship. Research has been extensive and dealt with issues such as the location of suppliers, just in time, tiering of suppliers, and so on, though little attention has been paid to the issue of specifications and contracts, which are an important part of the product development process. The specification flow between the buyer and suppliers is necessary to obtain the product. Specifications could be validated with the help of written contracts and thus can represent an important part of the contracts.

The objective of the study is to understand the role of specifications and contracts in these companies and thus contribute to academic knowledge, as well as the understanding of practitioners. One automotive original equipment manufacturer (OEM) located in Europe provides the subject for a case study. An aircraft OEM, also located in Europe, supports supplementary data collection. In-depth interviews with five first-tier suppliers and an open-ended questionnaire survey (internal and external) provide complementary perspectives.
The research is guided by a qualitative inductive approach, aimed at developing ideas grounded in field observations. Strauss and Corbin’s (1990) method for coding qualitative data is followed to model the role of specifications and contracts. The data were gathered through semi-structured interviews with various managers in the OEMs and supplier companies, participant and direct observation, internal documents, and questionnaires.

The identified specifications have a role in guiding outsourcing decisions, function as a means of communication, help determine the time of involvement of the suppliers, differentiate suppliers, create visions for suppliers, and help provide competitive advantage. Furthermore, contracts have a significant role in reaching agreements for continuing supply and help assist in the validation of specifications.

**Mini bio**

Dr. Rajesh Nellore obtained a Bachelor’s degree in electronics engineering from the University of Bangalore (India) followed by a postgraduate diploma in international business from the University of Birmingham and an MBA from the University of Wales, Cardiff, before obtaining a Doctorate from Newcastle University. In May 2011, he was appointed to the Advisory Board of Axeon, Europe’s largest independent supplier of lithium battery systems. He was previously CEO and Managing Director (India) of PSA Peugeot Citroen. In his career he served in a number of roles with General Motors (including Saab Automobiles) and Fiat. He also spent four years as the head of purchasing and quality for Johnson Controls. Dr. Nellore has published over 20 articles in various peer-reviewed journals.
A technical education intervention in investing for retirement

Thesis abstract

This study shows that regardless of their previous level of finance education and technology awareness, people exhibit a common positive reaction to educational interventions. The central theory and basis for the proposed model suggests that unless African American women have the proper financial education about the effects of the future value of their money, they cannot understand the concept of investing in securities for their future retirement. Thus, for people without the ability to understand the basic technology of investing in securities, the technology acceptance model and theory of reasoned action do not apply.

This study evaluates the success of training for two groups of African American women who differ in their level of formal education. The statistical analysis shows a significant positive change among both groups of participants with regard to their self-efficacy associated with the possibilities inherent in investing in securities for their future retirement. The implications for management are evident; this research clearly shows that companies can increase the number of employees who participate in their 401K or 403B retirement plans by providing this type of professional financial planning education.

Mini bio

Dr. Bryan has had a varied and very successful career. She began her journey into the financial world in 1984 when studying to become an Investment Broker. During the following 15 years, Dorothy acquired the following credentials: Annuity and Insurances licenses in multiple states; SEC Series 3,7,15, and 63; Retirement Planning Consultant; Chartered Life Underwriter; Chartered Financial Consultant and Certified Financial Planner-CFP®. Dr. Bryan received a BS in business in 2003, an MBA in 2005 and her Doctor of Business Administration from Grenoble Ecole de Management in 2009. Dorothy has taught upper level financial courses at the University of Phoenix and Dillard University, both in New Orleans, Louisiana. Dr. Bryan retired from the business world and teaching in January 2010 to enjoy her family and her two grandchildren.
Effects of supply chain disruption amid the BP Gulf of Mexico oil spill disaster upon the Louisiana shrimp industry

At issue is the environmental jolt endured by businesses dependent upon the Gulf Coast (USA) shrimp fisheries approximately one year after the infamous 2010 Deepwater Horizon oil disaster, locally known as the BP Oil Spill. This was the largest accidental oil spill in open waters in the entire history of the petroleum industry. The disaster forced the closure of some of the most productive and historic seafood harvesting waters on the planet, and irreversible damage to estuaries was feared. One of the most significant products from these waters is Gulf Coast Shrimp. This dissertation examines Gulf Coast Shrimp vendors not only as managers but also as consumers, and their perceptions regarding shrimp harvested from the Gulf of Mexico, asking and answering the question: can any of the variables borrowed from Technology Acceptance Models (TAM) explain the ethnocentric consumer product acceptance? The test case for this research is a small market known as the Westwego Shrimp Lot, located within the City of Westwego, Louisiana, USA. This research accomplishes applied research with sound theoretical foundations in a real world, real time, setting.

Two significant findings emerged from this research. First, the core TAM variables of Perceived Ease of Use and Perceived Usefulness can provide meaningful indicators of influence of stimuli or factors outside of the realm of circuit-board technology. Second, the core Consumer Ethnocentric values expressed in CETSCALE have applications in the measurement of managerial predisposition and thus is not constricted to consumer research alone.

**Mini bio**
Dr. Leonard Kimball Nicholson passed away in January 2012 and his DBA was posthumously awarded on 20th January 2012. Leonard was a native of New Orleans, graduated from Metairie Park Country Day School and Yale University. He received an M.E. from Tulane University and a Doctorate of Business Administration from the Grenoble Ecole de Management in France. He was certified as a Project Management Professional by the Project Management Institute. Professionally, he served as the Director of Information Technology for the New Orleans District Attorney’s Office, in New Orleans, Louisiana, USA.
Dr. Anna NIKINA

The impact of a wife’s role as an entrepreneur on a husband’s role as a leader and provider

Thesis abstract

This doctoral research aims to gain insight into the interconnections between female entrepreneurship and the leader and provider role of the entrepreneur’s husband, a key stakeholder in her life. This thesis employs psychological contract theory and social exchange theory to obtain new insights into the work–family interface for female entrepreneurs. An extensive literature review identifies roles and stereotypes as key elements in the formation of psychological contracts in a marital relationship. Qualitative research techniques then test the proposed theoretical framework depicting the links between the wife’s role as an entrepreneur and the husband’s roles as family leader and provider.

The research sample, based in Scandinavia, includes 24 research participants (12 female entrepreneurs and their spouses) from Denmark, Finland, Norway, and Sweden. As predicted, the data analysis shows that role identities and stereotypes are central to understanding the impact of the wife’s entrepreneurship on the husband’s roles. The findings provide support for propositions related to three main areas of impact on the husband’s roles: on his work role, on his home and family role, and on as the creation of a new role, namely, supporter of the wife’s business.

Mini bio

Dr. Anna Nikina holds a Doctorate of Business Administration from Grenoble Ecole de Management and an Executive MBA from Stockholm University School of Business. She currently works as Head of Development, International Programs at Skolkovo Foundation, Russia, and Affiliated Professor at Grenoble Ecole de Management.

Memberships: AOM, EGOS

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Towards a better understanding of the intention to use e-health services by medical professionals: The case of developing countries

Thesis abstract

Healthcare services are a necessity for every country, particularly in developing countries where the shortage of medical professionals is greatest. Resolving this issue requires substantial resources that are not available. Therefore, the recent advancement in Information and Communication Technology (ICT) provides the platform for innovative eHealth services and the opportunity for improving access to medical services.

Despite governments, international organizations, and companies’ growing interest in eHealth Services for enabling access to medical treatment using ICT, research in developing countries related to user behavioral intention of these services remains relatively scarce.

This is a research study to identify and measure the motivational factors that would expedite the introduction and widespread use of eHealth services in developing countries. More specifically, it endeavors to understand what factors would motivate medical professionals to successfully adopt eHealth Services. The study aims to identify and measure the determinants that would lead to successful adoption of eHealth services. This thesis is, thus, a services marketing study.

Mini bio

Dr. Patrice Anne Nuq is Dean of Academic Affairs at the International University in Geneva, Switzerland. She has also been Professor of Marketing at International University in Geneva since 2002 and she is a visiting faculty member for Villanova University and Ohio State University in the USA for their summer program in Geneva. Dr. Nuq draws on extensive international market experience in strategic and operational marketing aimed at customer loyalty and satisfaction. As Director of Marketing, Customer Development, she was instrumental in launching Orange into the Swiss market, building on her successful track record in the marketing of leading high technology brands, having started her career in the United States working at RCA Global Communications and ITT World Communications. She has recent publications in the area of services marketing in leading healthcare journals. She is also the co-author of a book, Exploring Marketing, A creative learning approach, which is a complement to traditional marketing textbooks for learning reinforcement.
Dr. Kristie OGILVIE (HANSEN)

**Definition and analysis for high productivity and performance of cross-functional teams in a technical development environment**

**Thesis abstract**

This doctoral research report results from a two-team approach to define a model for high productivity and performance of cross-functional development teams in an aerospace engineering community. The first phase consists of an exploration of the cohesiveness and team dynamics, over a four-year period, among a project team that designed and built a highly innovative propulsion system for a satellite to be sent to the planet Mercury. The focus team delivered this propulsion system ahead of schedule and below cost and gained a reputation as a highly productive team within the company.

The second phase of the research advances the results from the first phase by investigating a second team that was less successful. UCINET supports a map of the k-cores, month by month, for the entire life cycle of the projects. The research therefore analyzes networks of heterogeneous engineers and further considers the effects of social network dynamics for knowledge creation and sharing within and across team boundaries. Specific emphasis centers on team dynamics for developing a robust model to evaluate these findings critically in relation to other similar teams. The findings show that parts of the critical core team were not integrated from the outset across the entire program but rather appeared only during specific phases of the project. This thesis therefore offers lessons for other project teams at the company level and discusses several implications for theory and practice.

**Mini bio**

Dr. Kristie Ogilvie is the Associate Dean of Academics at California State University in San Bernardino, California. She holds a Doctorate of Business Administration from Grenoble Ecole de Management and an MBA from the University of Tulsa. Dr. Ogilvie has 10 years of experience in several technical industries, including aerospace, pharmaceutical, and computer-related fields. The broad area of her research is organizational behavior and human resources management. Dr. Ogilvie holds certifications, such as CMII, Leadership 2000, and Six Sigma. She is also an active member of the organizational behavior and management community with authorship in seven peer-reviewed journals, three book chapters, and over twenty conference presentations. She is a reviewer of manuscripts for over ten research outlets and has held the position of session chair, lead discussant, and program organizer at several leading academic conferences.
Measuring the perception of benefits and feasibility of a publicly available real-time landed cost engine in the retail paper products industry

Thesis abstract

Small electronic businesses continue to increase their sales through domestic niche marketing. However, the steady drive to increase small electronic business sales has not extended to the international arena. This research measures the attractiveness for a small electronic commerce business of having a publicly available, real-time landed cost engine, with a focus on the retail paper products industry. Therefore, this thesis aims to answer the questions, Will real-time landed cost add enough perceived benefits to increase the willingness of small electronic commerce businesses to trade internationally? Will real-time landed costs lessen the perceived burden of international trade on small electronic businesses?

The benefits and feasibility were measured with 13 constructs, which in turn test the proposed hypothesis that a publicly available, real-time, landed cost engine is a factor in encouraging interest in conducting transactions online and internationally. The results of the survey indicate strong interest in the creation of a publicly available, real-time, landed cost engine. Therefore, this research offers a measure of the perceived benefits of a publicly available, real-time, landed cost engine, which justifies the demand for the development of a proper model of such an engine.

Mini bio

Dr. Nicole Ortloff-Wensel holds a B.A. from Southeastern Louisiana University, an MBA from the University of Phoenix. She still recently was the Chairperson of Business Division at Champlain College, Vermont, USA.
Optimizing retail banking channels: Developing and sustaining end-user channel concepts on the basis of competitive forces and customer requirements in Denmark

The thesis deals with the optimization of retail banks’ branch and Internet banking channels resulting from 1) the use of Porter’s competitive strategy model that is suitable for the outside in research approach adopted, 2) the potential for realizing improved efficiency and effectiveness, and 3) customers’ requirements and satisfaction with products and services. Six research questions are posed: 1) Is M. Porter’s competitive strategy appropriate for use among retail banks? 2) Is it correct that large banks are more cost efficient than are small – medium-sized banks?, 3) Are mass market retail bank customers generally satisfied with the products and services received?, 4) Are there points of differentiation banks may use to remain competitive?, 5) Does gender, age, place of residence, or occupation imply different banking requirements and satisfaction levels?, and 6) Are there customer segments in the marketplace with requirements not fulfilled by traditional retail banks?

Banks are encouraged to balance inside-out and outside-in strategic approaches. Banks shall optimize learning, innovation, and leadership capabilities as suggested by the resource based view to enhance customer experience and reduce inefficiency. Porter’s competitive strategy has been extensively used in previous research and therefore here as a starting point for the research.

The findings indicate that the differentiation options suggested by Porter are only partly suitable to banks. There are non-sustainable differentiation options banks may focus on: lower prices, enhanced competences and interpersonal skills of the advisor, branch logistics, and Internet banking features. Large banks are not more cost efficient than are medium-sized banks.
This is because scale and scope inefficiencies in banking are small and the inability of management to facilitate progress and execute on operational obligations explains almost all the combined 20% X inefficiency. The analysis results in four customer segments with different requirements particularly for channels. Customers are overall satisfied with products and services. There are significant differences between male and female customers’ requirements and satisfaction. The primary data collection was undertaken prior to the financial crisis. A post-crisis investigation is likely to modify importance and satisfaction levels and emphasize the significance of banks offering sufficient lending facilities.

Mini bio
Dr. Lars Østergaard holds a DBA, an EMBA and an MSc. Previously, he was employed by global manufacturing and service companies as partner and consultant within Capgemini and Valtech. Since 2005, he has worked with special projects and assignments as senior executive advisor. He is also external censor at the Copenhagen business School (MBA, EMBA, and MSc.). His research interests include corporate strategy, operational efficiency, and virtual project management.
An organization’s success in becoming a truly sustainable company depends on its ability to empower and incentivize its employees to integrate sustainability into their day-to-day activities and decision-making. However, little is known about the factors that influence small and medium-sized enterprise (SME) employees to engage in the adoption of sustainability practices.

Therefore, the objective of this exploratory study is to provide insights into the interactions between employers and their employees with regard to sustainable actions in the workplace. It explores the employee’s perspective on the adoption of sustainable practices in three types of organizations: an SME, a multinational corporation (MNC), and a nonprofit. The study compares employees’ perceptions of these three types of organizations and suggests an introductory basic model that supports employees’ adoption of sustainable practices in SMEs, which includes both internal (e.g., preexisting values) and external (organizational and second party support) factors in employees’ motivations to adopt sustainable practices. Because sustainability is multidimensional, this study encompasses established organizational (prosocial and intent theory), innovation, systems thinking, sustainability and entrepreneurship theories.

The study is exploratory and thus is not intended to test established theoretical framework but rather draws on established theory to propose a possible new theoretical model that applies to SMEs specifically. This descriptive research is designed as a mixed-method to explore which variables influence SME, MNC and nonprofit employees to adopt sustainable practices (SP).
The current study confirms the theory that employees’ preexisting values are important influences on the adoption of sustainable practices. I therefore test the following hypothesis – Is there a significant relationship between employees’ preexisting values and their motivation to adopt sustainable practices? For example, in SMEs, there is a significant correlation between employees’ preexisting values and their motivation to adopt sustainable practices. Employees confirm that they adopt sustainable practices at work mainly because they care about the environment and the community.

Mini bio

Dr. Nelson Pizarro received his DBA in Business Administration at Grenoble Ecole of Management. His primary research interest is in sustainability in organizations. He is a serial entrepreneur. In May of 2012, he launched EcoStatic Inc., a company that designed the new generation of note sheets “Slickynotes.” He has done business in 46 countries. He also has experience in a corporate environment working for multinational companies such as Brother International and Uniden. In the government sector, he worked for Americorps as a full-time volunteer, Miami Dade Community College, and at the City of Gainesville, FL. When he is not teaching, he meditates, practices yoga, and bikes.
Specificity and efficiency of strategies developed to share emotions when writing an e-mail for business purposes

Thesis abstract

Compared to the large number of studies developed around the topics of emotions at work, literature on emotions communicated via emails tends to declare the tool as inappropriate with risk of overestimation or interpretation and pose a challenge to users due to the often ambiguous nature of emotions.

Much research has concentrated on identifying if those emotions that became essential for organizations could be transferred by new technologies for personal communication or personal purposes, if it could have an impact on the way people globally communicate, and if that is efficient enough. Users might be tempted to create artifacts for building a relationship when corresponding via computer as most of communication mediated by computer (emails, forums, instant messages) are indeed characterized by the absence of the nonverbal channel.

Other research has been conducted to check the impact on the way people communicate for their job, compared with phones or meeting habits, but the study of the effect of communicating emotions by email is rare and the efficiency of strategies developed for transferring emotions via email for business purposes is not clear.

Motivated by the wish to go deeply into this comprehension of communication mode in order to understand if the phenomenon could really change the way people work, will continue to communicate and if it will impact the performance and efficiency developed at workplace, we have developed this study: are the specificities of strategies developed to share emotions when writing an email for business purpose efficient?
We identified two exploratory questions:

Would employees create their own specific strategy for communicating their emotions via emails efficiently?

If those strategies take many different forms, could they create a gap of comprehension between senders and receivers of emails that could impact the wished efficiency?

The idea was to collect writers of emails’ own perceptions about their capacities to send their wished emotions via their emails and then measure if they could be certain that the receiver of the email got the emotions transmitted, which could have a positive or negative impact on their job, the way to do it and increase or decrease their performance.

Our specific approach developed to collect and analyze data being consistent with the methodology implemented helped us to introduce some orientations for an effective electronic communication when users want to express emotions and if they wish to share and put the receiver in a situation with no bad interpretation options.

Our study is cross-disciplinary as it contributes to the disciplines of management, organizational behavior, communication, human resources, and information system management. However, the major contribution goes to the organizational behavior discipline as being placed in an individual environment; facing the screen of a PC, email users can be influenced on the type of emotions to share and ways to do it and feelings rules can largely change. Employees can act differently by sharing emotions when using email, which has an impact on the way the concept of emotional labor is described today.

Mini bio
Dr. Alexina Portal received her MBA in 1992 and after an International Executive Program at INSEAD in 2001, she looked for an applied research program to contribute to both theory and practice in relation to business and management in order to reinforce and develop her professional approach and competencies. She needed to challenge her own knowledge but was also looking for contributing to the professional knowledge by exploring new ways of learning, searching for proof and deep analysis and demonstration, and facing new thinking opportunities while mixing business, studies and family lives. As a freelance consultant in change management and transformation Dr. Portal has the challenge to continuously develop synergies between different activities of companies by leveraging teams’ experience and energy. Coordinating stakeholders, establishing project governance, providing a culture of quality, results, and change to enhance the excellence and foster a transversal dynamic are some key factors to accomplish projects she has to lead.
Does the effective use of digital data genesis give firms a competitive advantage in the marketplace?

Thesis abstract

Dynamic capabilities allow organizations to re-configure organizational capabilities in response to turbulence in the business environment. Data is a precursor to many organizational processes, including sensing turbulence in the environment to make strategic corrections. Data that is generated digitally, digital data genesis, could be of higher quality than data generated through other methods. Since data is foundational to many organizational processes, high-quality data is essential. Digital data genesis is both a capability in digital data generation and a dynamic capability in turbulent environments. This paper will show that digital data genesis is a dynamic capability and explores the role of digital data genesis in providing firms with a competitive advantage.

Mini bio

Dr. Michael Prescott earned his Bachelor’s degree from the University of Florida and has an MBA. Dr. Prescott obtained his Doctorate of Business Administration (DBA) from Grenoble Ecole de Management. He is currently the CEO of Applied Learning Systems, Inc., a U.S.-based performance consulting and training company. In addition to his duties as CEO, he also functions as a lead consultant on major projects. He is a member of the Strategic Management Society. Dr. Prescott’s research and teaching interests are competitive advantage, the resourced-based view, dynamic capabilities, information technology, and digital data genesis.
A study of factors influencing physician adoption of electronic medical records technology

Thesis abstract

Decisions by physicians to use implements for their medical practice and business tools for managing their practice are in many ways similar to the decisions made by business owners and managers in other settings. This thesis considers the adoption of a specific kind of technology that serves not only as a medical practice tool for physicians but also a technology that supports the business of the firm. Accordingly, this research identifies drivers of the adoption of electronic medical records (EMR) technology.

At the start of this research, little attention had been paid to developing an understanding of the drivers influencing the adoption of this technology. However, after the launch of the unique research, the regulatory climate for medical practices and medical practitioners underwent a significant change; therefore, the final form of this thesis remains uncertain. Specifically, decisions about the adoption of EMR technology are no longer based purely on management preferences but now represent means of regulatory compliance.

Nevertheless, this study has unveiled some interesting responses from physicians and radically different responses from senior-level medical students who will soon enter a residency. This study therefore provides a time-sensitive snapshot of the management aspects of the industry during a transition in the political arena, marked by polarized viewpoints that support increased government participation in and regulatory control over the healthcare system versus sharp resistance to such intrusions. Regardless of the politics though, the perceptions of the adopting physicians remain a management issue.
Towards a theory for economies of scene

The aggregate marginal growth and development of economic performance and productivity is a steady state realm that results in incremental returns. However, waves of technological innovations often disrupt and dislodge the order of old systems and create the chaos of new ones. This is referred to as the Schumpeterian cycle of ‘creative destruction’. Nowadays such lifecycles have shortened and their knowledge-based products and services have diversified into the specialization of scarce niches. This calls for the ability of firms to transform and to adapt their organizational, structural forms to new markets as well as to global environments, and in most cases today beyond their own resources or corporate capabilities.

This thesis thus explores such economic laws of shifting critical mass, that is, it tries to understand how vulnerable firms are when facing the unsteady state of volatile growth and development.

The literature review reveals how the nature of growth and change relates to economic parameters, with polarities between steady states and unsteady states, to develop a respective framework and matrix for the interdependencies of economic growth vis-à-vis economic change. This preliminary investigation eventually leads to the theory of economies of scene.

Using the proposed framework-matrix for economic growth and change, this thesis then establishes models for the theory of economies-of-scene and cross-examines them through a triangulation of theories: transaction costs, resource-based theory of the firm, and knowledge capital.
The transaction cost theory addresses organizational limitations of administrative structures and the dilemmas between vertical versus horizontal integration. However, it says very little about shifting critical mass, and focuses more on the economics of internal-firm versus external-market transaction costs.

The resource-based view of the firm also takes a very similar course, and is thus still limited in explaining the impacts of adaptive, absorptive capacity, that is, of shifting critical mass. Here the emphasis is more on the economic dysfunctionality of related versus unrelated business diversification, and of the economic misadministration of technology integration as well as mergers and acquisitions due to habitual path dependencies.

In contrast, knowledge-based theory most effectively addresses concerns for transformational adaptability and absorptive capacity as well as the impacts of technological diversities. These three theories, relative to laws of form (organizational structures and processes) and their relative power for shifting critical mass, offers sufficient grounds for hypotheses derived from the proposed models and their intrinsic versus extrinsic economies of scene.

Finally, this thesis considers the methodologies used in research, their limitations, and the limitations of measurements relative to economic performance and productivity. By addressing the proposed models and analyzing the outcome of selected case studies, this thesis achieves some key findings and provides recommendations for further research.

Mini bio

Dr. Daniel Provost is the European Head of Project Management for 'Intellectual Property Management Services’ at Thomson Reuters, in Munich, Germany. His career development has been in the technology industry since the early 1980s, in the fields of networks and telecommunications as well as in the management of information technology, systems-applications. He has more than 25 years of experience in project management in small and medium size firms (SMEs) as well as large multinational corporations (MNEs). In the past 10 years, he has had a consultancy practice in operational process management as well as strategic portfolio management, for example in mergers and acquisitions (M&As).
Entrepreneurial networking: Is there a recipe for success?

Thesis abstract

It is accepted as a given that resource-starved entrepreneurs typically need to network to get what they need at below-market rates. Much has been written that supports the notion that accessing social networks, and developing better networking skills, will increase the entrepreneur’s probability of success. At the same time, there is a large body of literature that suggests that the link between networking and networks, and success, is not so direct and thus the time-starved entrepreneur is left to wonder how much time he should put into networking activities (perhaps to the detriment of other internally-focused activities), when he should do it, with whom, and whether he has the necessary competence.

My research question was: Are there a small number of specific networking activities that a first-time entrepreneur must focus on in order to increase his chances of success?

This research with 644 entrepreneurs from around the world has shown that there is no networking activity or competence that, alone or even with a small number of other factors, could measurably increase the entrepreneur’s chances of success. However, if the entrepreneur can get competing managers to talk about him, this will have an impact on his reputation (but he must also pay attention to his comfort in following up contacts, assure that people get value from conversations with him, be regularly in contact with people outside his team, and regularly attend events expressly for networking purposes). Further, having the right network in place at the time of startup launch is a strong foundation for the acquisition of paying clients. Confidence has an impact on networking success (measured by how much we learn from people outside our immediate team). The entrepreneur’s comfort with networking does not have an impact on success.
The act of learning from people outside of your startup has an impact on the startup’s reputation. The entrepreneur’s past startup experience helps in the acquisition of paying clients, as does the breadth of past professional experience.

Startup founders lacking these competencies and experiences should consider mitigating their weaknesses through hiring employees who can compensate or by utilizing their board of directors or advisory board.

Mini bio

Dr. Jim Pulcrano holds a BSc in Mechanical Engineering from the University of Missouri-Columbia, an MBA from IMEDE (now IMD), and a Doctorate of Business Administration (DBA) from Grenoble Ecole de Management.

Dr. Pulcrano started his career in the petroleum industry in the Gulf of Mexico and West Africa. After completing his MBA, he helped create IMD's marketing department and then left for a medtech startup in Geneva, Switzerland. In 1993, he was asked to come back to IMD as Director of Marketing and part of the school's turn-around team. In 1998, he joined the teaching team of IMD's newly-minted Executive MBA, responsible for entrepreneurship. Over the years, he has helped create and/or grow seven startups in the USA and Switzerland, several with good outcomes, and coached hundreds of others.

Moreover Dr. Pulcrano has delivered hundreds of classes, workshops, and programs on subjects ranging from industry analysis, strategy, customer value and organizational design, to innovation and networking. Much of this was delivered within IMD programs or for IMD alumni, but many programs were delivered for companies outside IMD such as Accenture, Adecco, Barry Callebaut, Nestlé, Toyota, Stanton Chase, Stryker, Cisco, and Caterpillar.
Dr. Ming QIN

A research of new management mode of government large-scale public projects

Thesis abstract

This research presents and assess a management model often used in modern large-scale projects. Those projects require a clear description of involvement across the entire span of the project (i.e., pre-phase work and after-project settlement), including management, cost control, finance, design, and construction. Existing models, such as the design–bidding–construction model, general contract model, project overall control model, construction agent model, and the centralized special PM model, may or may not apply in China.

The information for this study has been collected from ongoing large-scale projects. Such information suggests four unsolved issues: a lack of systemic research, the position of the simplified investor, the shortage of management during the operating phase, and public action ignorance. Financial management tools might provide managerial advice for several kinds of projects, such as government-run and public projects, in-payoff projects, projects that demand tremendous investment with insufficient national finance support, low-efficiency projects by government, and complex project with high risk. These tasks generally require multiplied reinforcement. The results therefore have significant outcomes for economic, political, and legal systems.

Mini bio

Dr. Ming Qin obtained a Doctorate of Business Administration (DBA) from Grenoble Ecole de Management. He works in the Dike facilities administrative office of Shanghai as vice chief engineer. He is a member of China Water Resources Society and consulting expert to the Bureau of Finance. During his 25 years of experience, he has made great contributions to the management of China’s water resources.
Technology and nations in HRM: A study of contingency and divergent theories for an Anglo-French sample of high and low tech firms

Thesis abstract

The objectives of this research is to provide a new perspective on how technology, culture and human resources management policies and practices (HRMPP) are approached by firms located in France and England. This thesis offers “neo-contingency” approach which analyzes both the contingency and the divergence theories. The contingency variable chosen in this study is technology. The divergence theory is specifically illustrated by the national education approach.

The HRMPP studied are: recruitment and selection, organization, training and compensation. One hundred and sixty-three high-, mid- and low-tech firms answered a questionnaire which is analyzed along with 25 semi-structured interviews in eight firms located in both France and England. The technological aspect of the neo-contingency approach is validated in two factors: 1) technological profiles and 2) long term approach to training. The cultural aspect is notable in two cases: 1) long term approach to training and 2) compensation based on performance. A key implication of the findings in this thesis is that employees working in intensive technology firms are need a creative and adaptive HR management approach, which would better enable them to cope with the challenge presented by the business environment. The results reported by this thesis are illustrated by the strong influence of education systems on managers’ behavior. French firms seem to prefer higher levels of control and formalization in recruitment and selection, training and compensation than the UK, which could be interpreted as a reflection of the French educational system.
It is important to highlight that the culture and technology factors cannot be the total “determinants” of organization. At most, they are important features that, along with others, “influence” organizations’ internal operation. Future “neo-contingency” studies using other organization characteristics as moderators and a large sample are needed in order to gain insights into the neo-contingency approach proposed in this thesis.

Mini bio

Dr. Jacobo Ramirez is a researcher and consultant in the fields of cross-cultural management, organizational development, and human resource management (HRM) in developed and developing countries. He is an expert in pedagogy, having designed and implemented online and face-to-face courses (in Spanish and English). He has presented his research work at diverse international forums and published in journals related to his specialization.
From imitation to original innovation – The evolutionary stages of new product development in SMEs in Chinese hardware industry

Thesis abstract

Imitative innovation is defined as gradual innovation activities where an enterprise models the thoughts, behaviors, and products of an innovation pioneer; follows the pioneer to learn his success and failure; buys or decodes the core technology and know-how of original innovation; and improves the original innovation to develop and manufacture its own competitiveness. This process is vital for a developing country’s economic growth.

This thesis research targets the small and medium enterprises in the hardware industry in China, which are in the process of evolving from simple product imitation to original innovation. The research starts with a systematic literature review of both Chinese and overseas research on imitative innovation.

Four research questions are designed: What are the stages of the cycle from imitation to original innovation? At each stage of the cycle, what are the significant characteristics of the product? At each stage of imitative innovation, what are the key problems for the enterprise? With what abilities can an enterprise successfully switch from one stage to another stage?

On that basis, five typical enterprises are then carefully selected as samples for case research. Leaders from these five companies are interviewed, including the entrepreneurs, the engineers, and the technicians who have participated in product innovation. A semi-structured interview format is used to acquire necessary information and material.

According to this research, small and medium enterprises from imitation to innovation should go through a process that can be divided into four stages: the stage of initial independent branding or pure imitation, the stage of OEM learning imitation, the stage of innovative imitation, and the stage of original innovation. The stage of pure imitation usually started after OEM.

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This research reveals that leadership is important for an enterprise transiting from one stage to another. Without a clear vision, managers are unable to seek changes. Entrepreneurs need the ability to customize clear strategies and make decisions to facilitate the realization of the company’s technology innovation strategy.

This thesis research can help enterprises in specific industries that are paving a way through imitative innovation to realize at what stage they are, what problems they may have, and what conditions and abilities are needed for a smooth transition from one stage to another. Also, the government can better understand the probable key problems faced by enterprises at different stages of their imitative innovation so that it is able to make fitting policies in accordance with the stages to support those enterprises that are working to overcome difficulties.
The contribution of the entrepreneurs of small and medium-sized companies to innovation process efficiency for incremental technology-based products: Learning experiences within French small and medium-sized companies focusing on intermediate technologies

The scope of this thesis is clearly defined by the nature of technological innovation, with regard to its content and financial outcomes in term of turnover. Technological innovation is multisectoral and requires particular care within industrial economics. It also has significant impacts on out-of-date products, quality, product ranges, and new market development toward better perceived performance, from the market’s point of view. Technological innovation should be a key target for entrepreneurs, even though its risks are unavoidable and firms must consider some of its drawbacks (e.g., finance, size, human resources, knowledge).

In particular, the match between the offer and demand is important for incremental products that rely on technological innovations, to determine which variables cause such innovation. A particular focus addresses feedback loops. The literature review encompasses studies that deal with firms’ networks, virtual organization, motivation, competences, initiatives, product development, and rules and regulations. This thesis also investigates the role of entrepreneurs as sellers of particular technology products, who receive strategic empowerment and communicate across the firm’s hierarchy.
The data were collected through semi-directed interviews with senior executives, case studies, and additional information that supported the definition of a set of variables. The results, based on qualitative analyses of the interviews, confirm three hypotheses. A feedback loop seems important for identifying a new market and developing analytical concepts. The entrepreneur must be knowledgeable about the product. Finally, it is very important to have technological and sales knowledge and thus be able to offer quick and precise answers to unsatisfied customer. Furthermore, knowledge about the product relates closely to the ability to offer quick and precise input, and communication skills are crucial for developing analytical knowledge about an incremental innovation product. These conclusions all contribute to defining the influence of the entrepreneur in the realm of technology innovation.

Mini bio

Dr. Philippe Rivet holds a Doctorate of Business Administration from Grenoble Ecole de Management and an MBA from EM Lyon. He is Associate Director in charge of training at Telecom Ecole de Management. He was previously Associate Dean for Programs and associate professor at ESC Rennes School of Business, and Program Director and strategic management professor at Grenoble Ecole de Management.
Human resources management for foreign MNCs (multinational companies) operating in China: A hybrid form

Thesis abstract

This study recounts the story of a journey to China, in search of new ways to recruit and retain human resources that remain deeply influenced by ancient culture. It is also the story of four years of interactions with the Chinese population, social system, and culture while living, consulting, and travelling around the country.

In particular, this investigation explores recruitment and retention policies in selected foreign multinational corporations (MNCs) operating in the People’s Republic of China and emphasizes the critical role of social, situational, cultural, and organizational issues. Competition for talent in a tight labor market continues to increase in China, where the number of business graduates cannot meet growing demand. Recruiting and retaining local managers may be the greatest challenge in the Chinese job market, because talented managers who can oversee local operations and have knowledge of both the local market and international managerial approaches is fundamental for success. The shortage of such qualified managers is especially acute in major cities like Beijing and Shanghai. Early MNC entrants into China have battled late-comers; now they compete with privatizing state-owned enterprises and local companies.
This research examines the positions and key issues in literature related to the adoption and implementation of human resource policies, with specific attention to recruitment and retention in the specific national context of China. Both company- and context-related factors affect foreign MNCs’ choice of recruitment and retention policies, usually shaped at corporate headquarters. A case study with one major MNC that has long been operating in China provides insights, supported by information collected in interviews with various human resource professionals in other MNCs. The MNCs represent different industrial sectors in China and thus provide a homogeneous overview of the situation that avoids biases associated with a specific industrial sector.

By examining socio-political, legal, organizational, individual, and cultural influences on the operations of MNCs in China, this thesis provides recommendations for successful management recruitment and retention policies. It also indicates which policies seem successful in China and offers insights into the factors that produce less than satisfactory results.

Mini bio
Dr. Serena Rovai is currently Director of the Europe-Asia Centre for Management and Innovation at Grenoble Ecole de Management and Program Director at the Doctoral School. She is also Director of the MSc in Fashion, Design and Luxury Management for GEM Grenoble and London campuses. She is part of the faculty focusing on teaching Luxury Brand Management with a specific emphasis on Luxury Industry New Trends and Developments in Fast-Growing Markets. Her expertise focuses on the Chinese market and the new clients’ attitudes and cultural behavior. Her papers have been published in management and scientific journals such as the International Journal of Human Resources Development, IO Management Magazine, Economia e Management (SDA Bocconi University) and presented to international conferences such as the IAMOT, EIASM, EFMD, CAMOT. She had been living in different countries in the Middle East and in Asia, including China for the past 10 years. She speaks Mandarin fluently as well as other languages.
Critical success factors in the implementation of core systems in retail banks:
An empirical study of Lebanon

Thesis abstract

The purpose of this dissertation is to investigate and analyze the implementation of information systems in general and core banking systems in particular while addressing the challenging issues faced during such implementations and the critical factors necessary for their relative success. Empirically, the study concentrates on several such critical factors and indicates their importance and effect on the success of core system implementations in the Lebanese retail-banking context.

The researcher opted for the quantitative methodology to test the research hypotheses. The pilot survey questionnaire comprised both closed- and open-ended questions administered to 20 Lebanese banks, which constitute one-third of the Lebanese retail banking population. In contrast, the field study largely replicated a similar study undertaken in the Kingdom of Bahrain. Two hundred fifteen questionnaires were mailed to 43 retail banks operating in Lebanon on the premise that, on average, each bank would provide five respondents from among its staff who actually participated in that bank’s implementation project in one role or another.

The study identifies a substantial number of critical success factors in information systems implementations, namely the following: top management support, technical fit, organizational fit, strategic fit, project team competence, interdepartmental communication and cooperation, clear goals and objectives, project management, project champion, vendor support, careful package selection, dedicated resources, user training, perception of ease of use, education on new business processes, business process reengineering, minimal customization, architectural choices, change management, vendor support, and use of consultants. Among the five critical success factors that the researcher opted to study, the field
survey exhibited a significant relationship between the independent variable vendor support and implementation success and weak relationships between the other factors and implementation success.

The research addresses two gaps in the literature on implementation of information systems: lack of research on banking in general and the Lebanese context in particular.
Evaluating a leadership coaching system

Recent years have witnessed a veritable explosion in leadership training and management coaching. Despite these two trends, research on leadership coaching methods and their usefulness remains scarce. As a practitioner of leadership communication coaching for the past ten years, the author's research interest stems from a desire to explore and evaluate the effectiveness of such coaching endeavours. Thus, this thesis represents a formal study that tests and generates hypotheses about a coaching system the author has been using for several years. This coaching activity focuses on teaching leaders to communicate and inspire others.

To achieve this research goal, the thesis begins with a comprehensive review of literature that demonstrates the theoretical basis underlying the chosen coaching methods. In three longitudinal, in-depth case studies, the author served simultaneously as researcher, coach, and change agent for three diverse leaders with unique personalities, from different companies. The primary data source consists of extensive coaching notes and frequent records of the impressions and observations of the three leaders. Data triangulation featured both solicited and unsolicited commentary from employees, clients, board members, and other key observers. The research was aided greatly by the extraordinary access and the frequent contact with many of these informants at each of the companies.

The results of the research are twofold. First, the three cases confirm both the legitimacy and the effectiveness of the system of coaching in question. Second, the comparisons of the three cases reveal conclusions and hypotheses about the factors that contribute to the success of this coaching methodology. All three leaders benefited from the coaching, and the research sheds light onto why the system is more useful and productive in some cases than in others.
Accreditation from a stakeholder’s orientation perspective: Influences on school performance

Thesis abstract

Studying whether school performance is affected by the adoption of standardization and accreditation has been decided for a reason. Many studies and research have proven that better organizational performance is a result of following standardization, having good quality standards, having good core competencies, and possessing a competitive advantage. Even though some research has been done on standardization and accreditation, there still remains a lack of extensive literature on the impact of accreditation on school performance.

This study aims to provide quantitative evidence on the impact of accreditation on school performance with the use of the qualitative data present in the literature. The research questions are formulated as follows:

Does accreditation influence school performance? If yes, then how is this influence exerted?

This study started with a conceptual analysis of accreditation and its outcomes, then moved on to the development of a scale to measure the mediating and moderating variables of the accreditation - school performance relationship. Finally, the analysis of accreditation outcomes and their effects on school performance was revealed through hypotheses testing through a quantitative empirical study.

Nineteen hypotheses were proposed. These hypotheses describe the relationships between accreditation and school performance and specify the roles of internal stakeholders’ and external stakeholders’ orientations. After testing the proposed hypotheses, 11 hypotheses were supported, three were partially supported, and five were rejected. Most of the rejected hypotheses concerned the relationships between external stakeholders’ orientation and school performance.
This research has led to two major empirical findings. The first finding is the development of a scale to measure the mediating and moderating variables of the accreditation-stakeholders' orientation-school performance relationship. The second finding is the definition of a model of the outcomes of accreditation.

More specifically, this study proves that accreditation leads to an increase in school performance by highlighting the importance of internal stakeholders’ orientation as a mediating variable between accreditation and school performance. The results also reveal the importance of one aspect of external stakeholders’ orientation (competitors’ orientation) as a mediating variable between accreditation and school performance.

Finally, two moderating variables (employee self-efficacy and school reputation) help in understanding the relationships between stakeholders’ orientation and school performance.

Besides the three major contributions - theoretical, methodological, and managerial – that this research provides, two implications for further research are proposed. The first approach could be to consolidate the model of the outcomes of accreditation that was proposed in this research. In other words, this calls researchers to find complementary mechanisms that would better help in understanding the relationship between accreditation and school performance. The second approach could be to extend the model to analyze the impact of accreditation on not only school performance but on organizational performance as well.

Mini bio
Dr. Mirna Safi Al-Khudary earned her Doctorate in Business Administration from Grenoble Ecole de Management in 2012. Before obtaining her MBA, she had a certified course in Strategic Planning from the University of Fachhochschule Worms-Germany. She also obtained two Bachelor’s degrees in business administration and English literature simultaneously. In addition to the management courses, her experience covers the areas of English literature and education courses such as language acquisition, children’s literature, rhetoric and English syntax, bilingualism, history of the English language, and educational technologies for teachers. Dr. Safi has several academic publications in peer reviewed journals and has participated in various conferences and workshops. She is now a professor at the American University of the Middle East-Kuwait where she teaches concentration courses in management and human resources management for graduate level students. Her courses cover the topics of techniques of employee selection, training and development, organizational behavior, human resource management, and business organization and management. She is also responsible for the project graduation course for management and human resources students.
The knowledge-based economy paradigm and emergence toward better knowledge governance: Grenoble, a knowledge-based district with information and communication technologies

This thesis makes a statement about the emergence of the knowledge-based economy (KBE) and variables that influence the change processes and innovation in Grenoble. A KBE is a new social and economic paradigm that replaces the industrial economy with a world of intangible assets, driven by knowledge. This uncertain paradigm shift represents a significant interest for economists and sociologists. The literature review suggests a broad range of 26 variables that might influence knowledge dynamics in an economy, also known as the KBE Alphabet. Those variables are analytically presented to define the dimensions required. All the variables are highly related and lead to a relationships model composed of 195 theoretical relationships.

The empirical study is based on narrative biographies, and three case studies with firms of different sizes rely on semi-structured interviews and tests of theoretical tools, variables, and dimensions identified in the literature review. The knowledge interactions create a global picture of change and time-space illustrations of knowledge map. A new developed research procedure increases the reliability of each case study. The empirical part also uses a quantitative approach. A questionnaire measures the influence of each variable on knowledge dynamics and territorial features. Multivariate regression measures provide feedback about the 195 theoretical relationships. This thesis also implements new knowledge governance tools, such as the knowledge balanced scorecard. This thesis represents the first step of research into the information and communication technology sector as a worldwide playground.
Peculiarities of trade on the Russian market under the conditions of transition

This thesis focuses on the transition process on the Russian market and the influence of changes caused by the transformation of the Russian economy from a centralized and planned structure toward free market conditions, with special attention to trade as one of the most important industries. The status of trade in these newly created conditions reflects both global dictates of the world market and the influences of the domestic market, which is directly engendered by new processes such as privatization, foreign investment, changes in the banking system and credit–monetary sphere, and regulations. In addition, political influences have direct influences on the economy as a whole. Moreover, there is a tendency to anticipate further events during the transition process toward a completely market economy.

Mini bio
Dr. Ana Sekulovic graduated from the Faculty of Economics, University of Belgrade, in 1994; received her Master’s degree from the International School of Business at the Academy of National Economy in Moscow, Russian Federation, in 1995; and received her DBA from Grenoble Ecole de Management, France, in 2002. Since then, she has been teaching at Megatrend University and currently holds the position of Vice Rector for Economic Cooperation. In 2001, she was employed by the Ministry of Foreign Economic Relations in the Government of the Republic of Serbia as an expert associate. Between 1996 and 2000, she served as the deputy manager of Inkor AB (Austru Bau/Guta Bank) in Moscow, and in 1995, she was the manager of the Zepter International branch office in Moscow. Her professional fields of interest include international economics and economies in transition, including the Russian Federation. She has taught twice at Waseda University in Tokyo as a visiting professor. She is fluent in both English and Russian.
Although the number of firms seeking the ISO 9000 certification in both the global and Lebanese market is constantly on the rise, the scarcity of international studies appraising the impact of the ISO 9000 certification upon customer satisfaction and the lack of such studies (only one) in the Lebanese market are disconcerting.

Consequently, this study aspires toward bridging the gap between what ISO 9000-certified firms in the industrial packaging Lebanese market hope to accomplish with their customers through their certification and where reality stands when considering the outlook of those same customers when it comes to the ISO 9000 certification of their suppliers.

In order to achieve this end, a review of the literature was carried out to elucidate what the ISO 9000 certification calls for and how it is theoretically linked to customer satisfaction. After that, an exploratory qualitative study was performed. To this end, two separate open-ended questionnaires were designed, one targeting the suppliers and the other their customers.

From the perspective of the ISO 9000-certified supplying firms, the application of the ISO 9000 standards has definitely led to the enhancement of their customers’ expectations and trust towards them in addition to the improvement in their perceived performance, corporate image, and both perceived product and service quality. They also judge that their customers are willing to pay a slightly higher price without having it affect customer satisfaction. Moreover, the majority of the interviewed managers believe that the more their customers know about ISO 9000, the stronger will the variables listed above will end up being.

As to the responses of the purchasing managers of the customer firms, they can generally be divided into two distinct categories: the responses of those Purchasing Managers working for ISO 9000-certified organizations, on the one hand, and the responses of those managers employed in non-certified companies, on the other. The first category of
managers concurred that the ISO 9000 certification of their suppliers has resulted in the boosting of their expectations of those suppliers and their trust in them and in their improved perception of the performance of those suppliers, of their image and of the quality of their products and services. Most of those managers have affirmed that they are not willing to pay a price premium to obtain the products and services of ISO 9000-certified suppliers. It is also evident from their replies that their expertise in ISO 9000 enables them to view their suppliers from a different and positive angle and to appreciate the difference the application of the ISO 9000 standards have made on their professionalism. As to the Purchasing Managers coming from non-certified firms, they had an equal quasi-consensus whenever they appraised the outcomes of the ISO 9000 certification of their suppliers. They all agreed that this certification has no bearing upon how much they expect from their suppliers and how much they trust them. They were also all of the same opinion when considering the performance and quality of their suppliers’ products as they perceive them. Most of them were of the same mind when evaluating the effect of the ISO 9000 certification upon their suppliers’ perceived image and perceived service quality. When asked about how they would react to an ISO 9000-certified supplier who is charging higher prices, they contended that they would definitely not pay the premium, and if they have to do so for whatever reason, this will surely lead to a reduction in the value they deem to be receiving from the supplier and subsequently in their satisfaction with this supplier. Obviously, then, the degree of customer expertise in ISO 9000 plays a major role in the extent to which the ISO 9000 certification of suppliers impacts their customers. Those customers that are not knowledgeable in the specifics of ISO 9000 do not value this certification at all and, consequently, do not value its bearers more either.

Mini bio

Before completing her DBA at Grenoble Ecole de Management, Dr. Esther Bassil Sleilati obtained a BBA in Marketing (1995) and an MBA (1997) from Notre Dame University, Lebanon. She acquired corporate experience at the International Training Network (ITN) as a Marketing Researcher and a Seminar Assistant and at LibanCell as the Marketing Intelligence Manager leading a team of 96 researchers. Since 2001, she has dedicated herself to education; she holds extensive experience as an instructor in English, marketing, management, public speaking, public relations, and preparation for the EET of NDU, SAT, TOEFL and TSE. She also administered corporate training modules (business English, financial English and public speaking) at the Ministry of Finance, the Lebanese Chamber of Commerce, ACAL-Association des Companies des Assurances au Liban, and to the ABC Stores’ administrative employees. In addition to that, she designed and taught private courses. In 2005, she joined NDU as a part-time Marketing instructor and was offered a full-time position as a Lecturer in 2010. She has been serving on the Department Curriculum Committee ever since. Dr. Sleilati’s research interests are mainly related to customer satisfaction and loyalty in both the business-to-consumer and industrial Lebanese markets given the scarcity of related academic studies in Lebanon.
Inside the tier model: Product development organization and strategies in automotive expert supplier firms

Dr. Klas Eric SODERQUIST

Thesis abstract

Much attention has focused on the implementation of Japanese-inspired lean production in Western manufacturing industries, in particular in the automobile industry. Extant debate mostly has focused on the carmakers’ outsourcing strategies and the transformation of system suppliers. This thesis instead analyses medium-sized expert suppliers, which function in both first and second tiers and explicitly aim to supply value-added components derived from their own R&D efforts. With a focus on product development from an operational perspective, this study specifies the lean product development context inside a tier model and conceptualizes the product development process to pinpoint essential factors for success for medium-sized expert supplier firms.

The qualitative inductive research methodology aims to develop ideas grounded in field observations. Data were gathered through semi-structured interviews with general and product development managers in eight expert supplier companies; two in-depth case studies included direct observations, interviews, and documentary analysis. The data reveal that the same supplier must manage a continuum of customer relationships, each with a specific raison d’être. Participation in the design of components confirms their special interest in product development.

The product development process consists of a four-level model of operational design (individual, group, project, and systemic) and four distinctive phenomena related to operational design: means of guidance, design support structures, learning, and core capabilities. The content and coherence of guiding visions and performance measurements constitute means of guidance and determine how people perform their work tasks and how individual and collective mental models of development work evolve. Design support structures, in terms of product specifications, information systems,
and technology scanning, influence the efficiency of development work. Learning is a transversal issue that comprises intracompany intrafunctional learning, intracompany interfunctional learning, and intercompany intrafunctional learning. Finally, the core capability concept gains explicit meaning in the model of capability emergence. The interrelationships among these phenomena reveal that learning links guiding visions and core capabilities; design artifacts and support structures in turn provide important means for realizing strategic objectives and promoting learning.

Mini bio
Dr. Klas Eric Soderquist holds a Doctorate of Business Administration from Henley Management College and Brunel University UK, and a BSc and MSc in Industrial Engineering from the Royal Institute of Technology, Stockholm, Sweden. He is currently a Business Faculty member of the Higher Colleges of Technology, Dubai, UAE. Earlier positions include Associate Professor of Innovation and Knowledge Management at the Athens University of Economics and Business (AUEB), Greece and Associate Professor at the Grenoble Ecole de Management, France. His academic interests are in the areas of Innovation and R&D Management, Entrepreneurship, Knowledge Management and Organizational Change and Development. Dr. Soderquist has acted as a consultant and analyst to various companies in the manufacturing and service industries, to the EU on issues related to innovation management and collaboration between the EU and countries of the Mediterranean rim, and to UNIDO on issues related to strategic alliances. He has also worked as a consultant for the Swedish Office of Science and Technology in Paris. Dr. Soderquist has more than 25 publications in peer reviewed journals in his areas of expertise, including Journal of Product Innovation Management, R&D Management, Omega, Long Range Planning, Journal of International Management and International Journal of Technology Management.
Dr. Blaise SONNIER

Intellectual capital disclosure practices of US high technology companies and their relationship to performance, value and size metrics

Thesis abstract

This study undertakes a longitudinal examination of the intellectual capital disclosure practices of U.S. publicly traded companies in high-technology and traditional economic sectors to address the following research questions:

1. Have publicly traded U.S. companies increased the level of their intellectual capital disclosure in their annual reports?
2. Do high-tech U.S. companies provide more intellectual capital disclosure than traditional sector U.S. companies?
3. Does a relationship exist between the performance and/or value metrics of high-tech companies and their level of intellectual capital disclosure?

The study is limited to public companies that filed an SEC Form 10-K for both 2000 and 2004 fiscal years. The sample frame includes 150 high-tech and 150 traditional sector companies. To determine the level of intellectual capital disclosure of each sample firm, a content analysis of their SEC Forms 10-K for 2000 and 2004 provides a proxy for the level of intellectual capital disclosure. The resulting classification indicates if firms report on customer capital (e.g., customer loyalty, brands), supplier capital (e.g., distribution channels, licensing), organizational capital (e.g., corporate culture, networking systems), human capital (e.g., training, competence), and intellectual property (e.g., patents, trade secrets). Furthermore, the results of the content analysis indicate whether there is an increase in the level of intellectual capital disclosure between 2000 and 2004. The comparison of the level of intellectual capital disclosure by high-tech and traditional sector companies in both years also indicates if the former exhibit a higher level of disclosure.

Moreover, a correlation and multiregression analysis reveals whether a relationship exists between the level of intellectual capital disclosure and the value/size metrics and the performance metrics of a firm, though this investigation includes only the high-tech firms in the sample.
The role of multi-national companies in Serbia

The main purpose of this study was to discover whether known economic and international business theories analyzed in the literature are sufficient to explain the existence, role, and nature of multinational companies operating in Serbia. Furthermore, the study focused on the spillover effects of multinational companies in Serbia with a particular focus on their auxiliary role, referring to the transfer of managerial, marketing and technical skills, research, and development – local technological advancement, Serbian industrial and economic growth, employment of Serbian people and other nationalities living in Serbia, human resource development, consumer welfare, environment protection and cultural understanding and preservation. Furthermore, the study attempted to determine all of the above stated via five case studies conducted on different multinational companies that conduct their business activities in Serbia.

Mini bio
Dr. Jovana Stanisljevic completed her bachelor and master studies at the Graduate School of Geoconomics at the Megatrend University in Belgrade, Serbia. During the duration of her studies, she was elected to be student Vice-Rector of the Megatrend University due to her excellent score. She spent six years working as the Head of the International Cooperation Department of the Megatrend University and was the youngest member of the university’s top-management. In January 2010, she became a member of the Cabinet of the Prime-minister of the Republic of Serbia where she currently occupies the position of the Head of the Public Relations Department. Her doctoral dissertation concerns the roles of multinational companies in Serbia.
Translation and validation of the occupational stress indicator for use in France

Dr. Dominique STEILER

Although the costs of workplace stress are widely recognised in France, little research and few methods are available to assess the occupational stress phenomenon. This study therefore bridges the gap by making available an occupational stress assessment tool in French for consultants and researchers, to facilitate studies and the development of a global, preventive stress management policy at organizational and national levels.

This thesis provides a validation of the French version of the Occupational Stress Indicator (OSI), which consists of seven specific scales: sources of pressures, Type-A behavior, locus of control, coping strategies, mental health, physical health, and job satisfaction. After a translation and back-translation procedure, committee evaluation, and a pilot trial on 20 managers, 460 volunteer managers and assistant managers provided the data used to test the psychometric qualities of the experimental version.

Confronted with the difficulty of reproducing and validating the original factorial structure and the weakness of certain psychometric results in terms of reliability, especially for the Type-A, locus of control, coping strategies scales, a complementary procedure including exploratory and confirmatory factor analysis helps improve the psychometric qualities of the French version. Finally, a first pool of normative data has been established.

The primary seven-factor structure remains, but little similarity exists between the published 25 subscale score keys of the original English version and the sparser 12 subscale structure that emerges from this study. Althought the factorial structure quality of one scale requires strengthening, major psychometric improvements have created a version that is as valid as any available and may help consultants and researchers improve their occupational stress assessments in a French work context.

Mini bio
Dr. Dominique Steiler obtained a Doctorate of Business Administration (DBA) from Newcastle University. He is Associate Dean of Pedagogy in charge of educational competencies at Grenoble Ecole de Management. He also heads the Centre for Personal and Managerial Development, which provides personalized counseling for both students and personnel throughout their careers. His teaching and research focus on coaching and leadership, the influence of different personality types in the workplace, and the measurement and management of occupational stress. He also coaches managers and corporate executives. He completed his studies by becoming a jet fighter pilot officer in the French Fleet Air Arm.
The present research has three aims: (1) to review existing research on service innovation and demonstrate the existence and relevance of an innovation model, distinct from that previously identified for products or processes; (2) to demonstrate that a multistage organizational learning model is relevant for describing the nature of innovative processes in services; and (3) to validate the relevance of this model through application in case studies.

On the basis of a review of literature on service innovation and individual and organizational learning, this thesis tests the relevance of a model by collecting data through two case studies that represent banking and retailing. Longitudinal methodologies validate the temporal dimension of learning. Multiple interviews and triangulation provide reliable empirical data. The results confirm the relevance of multistage organizational learning models. In particular, development process constitute a learning process, realized by successive interactions at different levels of an organization, namely, individual, group, and organizational. However, rather than being embedded in physical features, the results of learning processes are “frozen” into new organizational routines, procedures, rules, and ex-post rationalizations. The proposed model of new service development can contribute to improving development processes.
Reengineering in higher education administration — A case study

This study attempts to reengineer higher education administration by expanding the use of online system teaching technologies in a two-year college system. This effort takes into account factors specific to higher education that might hinder the implementation. Reengineering often suffers a negative reputation, but by taking potential detriments into account, this project reduces risk and increases the chances of a successful implementation. That is, process reengineering and redesign should improve performance measures and maximize efficiency, effectiveness, and economy.

This thesis considers the expansion of online teaching technologies into administrative student services, such as records, registration, financial aid, admissions, veterans affairs, academic credits, assessment, disability services, international students, and residency. In each area, a member of the administrative body supervises processes step-by-step and determines whether each step is necessary, redundant, or valuable. Processes that span more than one area require consensus; when a best practice is defined, a parallel system allows pertinent staff members to test it, provide feedback, and pinpoint problems. Administrators work in parallel to create training courses, and groups meet as often as necessary.

Comparisons involve subjective assessments and various groups with different training venues, overall or targeted scope, and task complexity. Trainers can modify their teaching styles to adjust to online teaching systems and develop a hybrid system. The relevant input include time spent teaching and grading assessments, time spent creating the teaching materials, and costs per hour based on salary standards. The overall training includes employees in their positions for at least six months who have proven deficiencies in all areas; targeted training includes employees who have been at their positions for a minimum of six months and who show weaknesses in at least one area.
The study of inter-organizational business process reengineering in the apparel industry

Thesis abstract

Since Michael Hammer and James Champ’s “Re-engineering the Corporation—A Manifesto for Business Revolution” was published in 1993, business process reengineering (BPR) has become a widely discussed topic not only among academics but also in the industrial world, where many enterprises have started putting the concepts into practice. However, most recent BPR studies have focused only on the cases internal to organizations; this thesis instead concentrates on the BPR practice at an industrial level, that is, between cooperating organizations within the same industry.

This research uses small to medium-sized enterprises in the apparel trading industry in China as its study subject. The research in an actual Sino–Japan apparel enterprise network, within the general setting of the Chinese apparel industry, reveals the need for BPR in this industry and suggests an ideal business model for reengineering process. Finally, it offers recommendations regarding the strategic development of China’s small to medium-sized apparel trading companies and provides further suggestions about related management improvement issues.

Mini bio

Dr. Qin Tang has 20 years of experience in garment trading, production and sales. He is currently director of a garment company in Shanghai which represents five garment factories in Jiangsu and Anhui provinces of China. The products are exported to Japan and Australia. His company maintains long-term stable business relationships with dozens of small and medium sized garment companies.

Dr. Tang Qin got an MBA degree from Tongji University in 2001. In his DBA studies in Grenoble Ecole de Management, he focused on the business process reengineering of small and middle sized enterprises in Chinese garment industry. He studied the characteristics and dynamics of the textile industrial clusters in Yangtze river delta region and collected empirical data from 65 garment companies in Shanghai, Jiangsu and Anhui provinces.
Mergers and acquisitions in Kuwait 2004–2009: Empirical evidence of shareholder value creation and premium paid to integrate

Despite voluminous literature about mergers and acquisition, studies related to developing countries, especially in the Middle East remain scarce. This thesis endeavors to clarify the impact of mergers and acquisitions on Kuwaiti firms’ shareholder wealth creation, identify the importance and role of various financial variables for motivating the merger or acquisition decision, and determine the valuation premiums.

A literature review establishes a conceptual framework for the role of mergers and acquisitions in corporate finance and their outcomes for participating firms. Reliable and valid statistical methodologies test the various hypotheses. An event study methodology measures the impact of mergers and acquisitions on shareholder wealth creation; Pearson correlations and multiple regression analysis measure the role of various financial variables in determining the event date abnormal returns and merger premiums paid to target firms. The experimental part of the study measures participating firms’ abnormal returns using a sample of 43 acquirers and 30 target firms listed on the Kuwait stock exchange; the sample for the determinants of merger premiums was based on 37 targets operating in Kuwait.

The results reveal, with regard to the abnormal returns to bidders and targets, acquiring firms earn statistically negative abnormal returns, whereas target firm shareholders earn statistically positive abnormal returns. Furthermore, this study identifies significant financial variables that explain the variation in the abnormal returns of acquirers and targets. Finally, the financial variables, correlated and regressed against price-book merger premiums, also offer statistically significant variables for explaining variations in merger premiums. Although these results are consistent with previous studies, this thesis finds a unique moral hazard problem in mergers and acquisitions in Kuwait, due to specific Kuwaiti laws and government regulation. Moreover, this study introduces two new variables that explain variation in merger premiums, namely, sustainable growth rate and gross cash flows to current liabilities.
Learning and innovation in high-tech small firms

Thesis abstract

Based on theoretical findings found in literature on strategic and knowledge management, this study develops a model of the links among organizational learning, innovation, and company performance. The derived constructs are validated using a sample of high-tech ventures. The same sample serves to test the model. The findings indicate a positive relationship among organizational learning, innovation, and company performance. The age of the company moderates these results, but its size does not. This thesis provides comments describing how to capture and share knowledge, for the benefit of new venture managers.

Mini bio

Dr. Francois Thérin holds a Master in Management from Toulouse Business School, an MPhil from the IAE Aix-en-Provence and a DBA from Newcastle University and Grenoble Ecole de Management. Dr. Thérin has worked for 12 years at Grenoble Ecole de Management, ending as Associate Professor and Assistant Dean. He has then worked for a consortium of universities developing e-learning. He is now Professor and Dean of the School of Business for the largest branch campus of Curtin University. He manages a team of 45 academics and undergraduate and graduate programs for 1500 students. He has lived and worked in Canada, France, Australia, Oman and Malaysia.
This thesis reviews the background of corporate governance theories from different schools, analyses the basic modes, and deepens the understanding for these modes. The environment of corporate governance for publicly listed companies in Lebanon is changing significantly. These corporate governance aspects have become increasingly important for listed joint stock companies in developed financial markets to ensure that investors are willing to buy companies’ shares such as equity investments or that they are willing to lend money to these companies such as debt financing. Companies that comply with corporate governance standards are often in a better position to attract financing than those who do not comply with corporate governance codes.

With constant revision and completion on related laws and regulations, the three most important factors in internal corporate governance structure must be studied carefully, in order to reveal the true nature and specialty of corporate governance structure of publicly listed companies in Lebanon. The three factors are ownership structure, composition of Board of Directors and financing structure, which are the most influential factors on corporate governance structure. The thesis studies their correlation with operation performance respectively and then puts forward different theoretical hypotheses, trying to reveal the basic specialty about the corporate governance structure of publicly listed companies.
The research results show several specialties of corporate governance structure of publicly listed companies in Lebanon, including stock conversion, extreme low debt ratio, preference for equity financing, opposite market performance and the negative effect of independent directors. The empirical analysis shows: debt to assets ratio is remarkably negatively correlated to operation performance; P/BV and independent directors’ ratio in Board also notably negatively correlated to operation performance; while assets size is positively correlated with operation performance, but other variables have no notable correlation with operation performance.

Mini bio

Dr. Joseph Torbey works as a General Director of Cooperative and Mutual Fund. He looks at 1500 cooperatives of all kinds and 100 mutual funds of various sizes. His educational background essentially includes an MSc in Urban Planning, an MSc in Financial Science (ESAESCP Europe) and a DBA from Grenoble Ecole de Management.

He used to work as a counselor for a Social Hedge Fund in Montreal, as an Investor Banker for Private Credit Fund in Beirut, before joining the Lebanese Government. Academically he is interested in corporate governance and its implication in the developing environment.
Dr. François ULLMANN

Toward managing intangible policy: Proposal for an information technology center

Supervisors:
Dr. Jean-Jacques Chanaron
and Dr. Steve Procter

Program:
Grenoble-Newcastle University
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Defense date:
February 2003

Current position:
President, INSHED (International Network for Standardization of Higher Education Degrees), Geneva, Switzerland

Thesis abstract

The policies in place for intangible capital management, which creates wealth in the high-tech world, is a determinant of whether companies in this sector can develop high added-value activity. This study shows that the notion of “intangible” can work effectively in the business world. As a first step, an approach that offers a classification model of intangibles is essential and then can be used by information technology (IT) professionals. How can an IT company generate intangible goods? Human resource management is at the heart of this process and can play a catalyzing role in promoting this potential to other departments in a company. Exploiting the full value of the intelligence and behavior that characterize a company not only resolves various factual problems but can also reveal hidden wealth. Starting from an experimental case, this thesis proposes a new, innovative method, called “Négociatique,” to expand perspectives on a company’s human capital. It also is necessary to develop a management policy for the considerable potential created by such intangible assets.

Mini bio

Dr. François Ullmann received his Doctorate of Business Administration from Newcastle University Business School. He currently works for INSHED (International Network for Standardization of Higher Education Degrees). Previously he was the President of Ingénieur du Monde in Geneva, Switzerland. He also has professional experience as a computer engineer and consultant for entrepreneurial activities and has served as an expert for different bodies of the United Nations. His educational background also includes a Diploma in electronics, a D.U.T. (University Diploma) in Marketing and Technology, I.P.F. Engineer (Computer Science), a Certificate in Political Science and a post graduate S.A.M.E. (High Tech Management, U.S.A).
Factors influencing TV drama taste diversity in mainland China

Thesis abstract

Research into the Chinese market and Chinese consumers did not start until the 1980s; no personal interview–based national surveys existed prior to 1994. This heterogeneous market demands segmentation, but research experience is very limited. To address these gaps, this thesis considers the context of made-in-China television dramas, which are very popular among Chinese families and earn the highest advertisement revenues. Geographic, demographic, and social culture—all key market segmentation variables—may influence appreciation for television dramas.

However, unlike prior research, this thesis considers Chinese regional cultures, in line with the theory of culture communication derived from cultural anthropology. Each regional culture is measured as an integration of different culture traits. Accordingly, this research avoids the limitations associated with measuring culture simply by values. The analysis of differences in appreciation for television dramas provides an opportunity to assess the extent to which the regional culture, geographic factors, or demographic characters are important for market segmentation in mainland China.

The data were collected using a questionnaire survey and feature variables related to geographic sectors, demographic factors, social cultures, and appreciation indexes. The survey was conducted in Shanghai, Beijing, Qingdao, Sian, and Chengdu from July–October 2004, and 1009 qualified persons constitute the sample for the statistical analysis.

Mini bio

Dr. Wang Hui is Vice President of Shanghai Jiren TV Studio. She holds an MBA from Tongji University (China). She received her DBA from Grenoble Ecole de Management (Tongji DBA Program).
A study on investment and schedule control of state-owned mega-projects

The whole lifespan information integration control model that this thesis proposes offers a new mode that rests on an informational basis and thus directly addresses the drawbacks associated with traditional control modes. To resolve the problem of the separation of constructors and operators in the traditional project management, this study proposes a whole lifespan information group that is created during the initial stage of the project and carries out centralized control of each stage of project implementation, then integrates the information produced by investments and schedule controls at each stage to form an intact control system.

The thesis consists of three parts: (1) an introduction and literature review that expounds on the focus and motivation for this study, (2) the design and test of the whole lifespan information integration control mode, and (3) case studies. The central chapters investigate the investment and schedule control modules in the proposed mode, including an innovative proposal for investment control that consists of an analysis of bid, economy, contract, organization, supervision, and technology (BE-COST) elements. For schedule control, this study suggests a system for optimizing overall and project alteration schedules. The empirical investigation centers on the relationship between schedule control and investment control. Next, this thesis introduces the overall process information integration control method, which can be used to realize information integration processing. The case studies include a second-phase project of New Harbor City, which supports the use of the whole lifespan information integration control model by offering evidence of its successful practical usage in a real-world setting.

Mini bio
Dr. Wang Rongxin is General Manager of Shangshi Group, Fujian Province. He holds a Master in Economics from Fudan University (China) and a DBA from Grenoble Ecole de Management.
The business model of online community based software development: An action research

The software industry, lying at the core of the information industry, has already grown into a focal point for competition among countries. Now the developing Chinese software industry is faced with problems such as small scale, poor capacity of technological innovation, and lack of competitive strength in the world, which inhibit it from growing strong. The business model of virtual online community based software development is essentially an open innovation model using and effectively concentrating dispersed resources on the internet to form a powerful software development capacity.

Therefore, a deep exploration into the business model of online community-based software development is of great theoretical and practical significance for the development of the Chinese software industry.

This thesis took the software development practices by misuland.com as a case for the research and applied the qualitative research method to make concrete and profound analysis of demands on the Chinese software market, human resources and needs for new development models; expatiate on the characteristics and feasibility analysis of online community-based software development model; and put forward a corresponding software development model that was proven in practice. In order to further assess the business model, this thesis tracked, examined, and appraised several cases of typical projects and rethought the results. Finally, the feasibility and effectiveness of the business model were demonstrated by these cases and what to be improved was pointed out.
The innovations of the thesis include: the online community-based software development model from the perspective of the open innovation theory, which is an innovative model integrating the advantages of open source community, online crowdsourcing software development, and in-house research; the software component library for the online community and a newly constructed component library; and the business model of community-based software development including the specific plan of realization and the profit-making mode and the actual operations and profitability were proven in the action research in the case of misuland.com.
The influence of personal relationship (Guanxi) and inter-organizational relationships on marketing channel cooperation and conflict: An empirical research

Thesis abstract

In fierce market competition, the marketing channel plays an important role. A good marketing channel determines if a company’s products can be successful in the market or not. Therefore, the marketing channel is a very important issue for the manufacturers. In the marketing channel, the behaviors of the channel members and their level of cooperation and/or conflict are a central issue. Although many scholarly articles have been published about the marketing channel behavior, focusing either on the personal relationship or the inter-organizational relationship, few people combined these two variables in a study. This dissertation investigates the personal relationship and the inter-organizational relationship between channel members in China as the research platform. We test the influence on channel member’s cooperation and conflict if personal relationships and inter-organizational relationships are mutually controlling variables.

This dissertation first presents a literature review about the personal relationship, the inter-organizational relationship, the marketing channel cooperation, and the perceived marketing channel conflict. After that, the research model is presented and its relationship with previous research is highlighted. To test this model, six hypotheses are proposed and tested through a survey (n=508), statistical analysis using SPSS and AMOS was used to test the model and the hypotheses. Finally, a general discussion highlighting the main theoretical and managerial contributions of this research is presented, and limits and avenues for future research are highlighted.

After the research, we noticed that the personal relationship and the inter-organizational relationship are positively correlated, and both have a positive influence on the marketing channel cooperation between the channel members. Also, they have no significant influence on the perceived marketing channel conflict between the channel members.
These findings help us to unveil the mysteries of the personal relationship with Chinese characteristics. They also help us to better understand the influence of the personal relationship and the inter-organizational relationship that are controlling variables mutually on the marketing channel behaviors. The research enriches the marketing channel behavior theories and provides a basis of theory on how to handle the marketing channel relationship and resolve the marketing channel conflict for Chinese enterprises and foreign investors, and provide better service for the practice.
Increased demand for skilled, knowledgeable workforces in many industries prompts searches for standards and measures of occupation competency. Voluntary certification programs thus have emerged for non-managerial occupations, because they enable employees to meet standardized practices, recognize skills, and legitimize their occupation as a “profession.” For example, a voluntary server certification program might benefit to hospitality employees through increased compensation and advancement; management also might achieve benefits in terms of employee recruitment, selection, and retention. This thesis therefore analyses employee and manager perceptions of voluntary certification for service occupation employees.

Voluntary certification programs already exist for restaurant management and culinary staff, but no nationally recognized program is in place for the largest employable non-managerial group in the restaurant industry, namely, frontline servers. This study measures employee and managerial perceptions among fine dining establishments in Louisiana (USA) of a newly established national server certification program, established by the National Federation of Dining Room Professionals (FDRP). The study offers several hypotheses, predicting that the voluntary certification program (1) elevates the occupational status of employees and enhances employee commitment, (2) increases occupation compensation and advancement, (3) validates skills and knowledge and establishes standards of practice, and (4) gives management a positive means to recruit, select, and retain employees.

The research findings provide reliable data that validate the intrinsic and tangible occupational benefits of a voluntary certification program. This study therefore is of interest to industry leaders, trade associations, and restaurant managers who want a better understanding of how employee recruitment, selection, and retention can be affected by voluntary certification of fine dining servers.

Dr. Mary Weber has senior management experience in a private international corporation, as well as experience working for the fifth largest state restaurant association in the United States. She developed that association’s Education Foundation, launched and managed two state-certified training programs, and developed educational programs in support of the restaurant industry. Since she defended her doctoral dissertation in 2006, Dr. Weber has published several articles. She currently holds an area Chair position, mentors doctorate students, and instructs online and ground classes for the University of Phoenix. She also is a lecturer for the University of Wisconsin Oshkosh and Green Bay.
This research focuses on the diffusion of digital mobile telecom technology among users, operators, and suppliers in China and thus tests the diffusion of innovation model with respect to successive generations of technology (i.e., 2G, 2.5G, and the new 3G).

The analysis of the macro-innovation environment reveals key issues affecting the rate of mobile telecom diffusion, such as country characteristics, digital and analogue mobile phone industry characteristics, and regulatory policies. A dual case study explores the key dimensions of mobile telecom diffusion in Shanghai and Chongqing, two areas with distinct geographic and economic profiles. The former is a showcase, high-growth area in southeast China; the latter is a developing area in western China. Four sets of variables help analyze the mobile diffusion: per capital gross domestic product, students in institutions of higher education, mobile telecom tariffs, and mobile telecom infrastructure investment. Over seven years, these four variables represent independent variables, and the number of mobile phone subscribers provides the dependent variable. Multiple regression analyses to forecast the dependent variable for both cities in the near future. Correlation analyses indicate if the dependent variable is correlated with the independent ones.

The more than 300 respondents to a survey questionnaire, from both Shanghai and Chongqing, constitute five adopter groups: pioneers, materialists, sociable, achievers, and traditionalists. Through semi-structured interviews, the author investigates these adopter groups, which has considerable implications for key suppliers that hope to target market segments and help them to cope with the challenges and opportunities represented by 3G functionality. Finally, in multiple interviews with Chinese mobile telecommunication experts, the author demonstrates that the role of network externalities and standardization is critical to the diffusion of mobile telecommunication.
**Thesis abstract**

This thesis tests whether models based on the concepts of economic value added (EVA) and market value added (MVA) can predict future stock performance and stock returns. The EVA (a proprietary trademark of Stem Stewart and Co.) is the return on capital minus the weighted average cost of capital (WACC), multiplied by the capital outstanding at the beginning of the year. It may provide a fundamental gauge of corporate performance. As a measure of market price performance, MVA is the difference between the market value of the firm and the capital it employs.

This study offers a method that mechanistically ranks and groups publicly quoted companies into superior performing portfolios, based on their EVA and MVA measures. Therefore, it develops algorithms to duplicate EVA and MVA, which then are applied to all firms in the COMPUSTAT database except financial institutions (including banks), construction/extractive industries, gas utilities, real estate, and a few other categories. The EVA', MVA, relative EVA' (REVA; or EVA divided by the firm’s capital, to eliminate size bias), and relative MVA (RMVA) are computed for firms from 1976 to 1993. The results from these algorithms produce values very close to those published by Stem Stewart. For example, one-, three-, and five-year holding period returns and abnormal holding period returns calculated for each firm during 1976–1993 can be regressed firm against EVA', MVA, REVA, and RMVA to determine relationships. Next, the firms are sorted and ranked into deciles in ascending order of REVA', RMVA, and annual changes in REVA (CREVA) and RMVA (CRMVA). The lowest deciles consistently contain the smallest values, and the highest deciles contain the largest values. The holding period returns computed for each firm in each decile provide the related means, which indicates the return on an equally weighted dollar portfolio.
for all firms in that decile. The annual number of firms varied from 1,889 to 2,991 for each measure and each year, providing a total of 173,259 observations.

Statistical tests find significant differences in the mean holding period returns for each decile according to the REVA, RMVA, CREVA and CRMVA. For the one-year holding period return, higher deciles outperform lower deciles according to CREVA; for three- and five-year holding period returns, lower deciles outperform higher deciles according to RMVA. Furthermore, firms ranked into deciles by CREVA, the newly proposed predictor of stock performance, demonstrate statistically significant higher stock performance for the one-year holding period returns. Therefore, models based on EVA and MVA may be used to form portfolios with superior stock performance and stock returns for a range of strategies and holding periods.
Discerning industrial activity in NE England Networks and cluster through the lens of the Internet

**Thesis abstract**

Research on industrial activity has taken many forms, as both practitioners and academics have sought to gain an understanding of the drivers of the economy in any particular sphere of interest. One facet of this research effort attempts to determine industrial clusters or particular groupings of economically linked firms. Although the tools available to researchers have improved, they still rely heavily on data gathered from databases that describe the firm’s activity. These data sources suffer significant shortcomings, especially if they rely on standard industry classification (SIC) codes.

However, the rise of the Internet and its vast capacity as an information source has created the possibility of gaining new insights into the activity of firms and the way they interact. This thesis therefore investigates the usefulness of the Internet and World Wide Web as information sources for the study of industry in general and clusters and networks in particular. It begins with an analysis of the practicality of using a corpus of regional company URLs to extract descriptive text from each firm’s Web site. The resultant database of keywords and descriptors of firms’ activity, markets, and connections can be investigate to determine industrial activity across a region. This insight is much richer in detail and depth than that obtained from coarse-grained SIC descriptors.

Next, this study uses the definitions associated with industrial clusters to investigate the connections between firms and other non-traded dependencies. Publicly available data sources on the Internet reveal embedded links, visible connections to external references, and web-derived in-links (i.e., third parties that reference the firm on their own Web sites). Through this effort, the author can draw graphic connecting networks and derive the interesting conclusion...
that, at least in the North East of England, the clustering pertains not so much to artifacts per se but rather to competencies in a wide range of sectors that share both common antecedents and current practices, such as strong engineering skills for the design and manufacture of large structures that operate in difficult or even hostile environments.

Overall then, the Internet offers additional insights compared with more conventional forms of determining industrial clusters. These insights should be as complements, rather than substitute, methods. The tools available for Internet searches are continually evolving, as is the provision and use of corporate Websites by all sectors of industry and firm sizes. A logical conclusion of this process implies that in the not-too-distant future, the prospects for the gleaning of information from Web-based processes will be significantly enhanced.
**The diffusion of VOIP technology in large Chinese companies**

**Thesis abstract**

Voice over Internet protocol (VoIP) is a technology that allows voices to be transmitted in packet form, such that voice and data traffic can share the same “pipe” through the same network. Although VoIP technology is a relatively new technology in China, it is gaining popularity. The local operators of multinational corporations were among the first group of users of VoIP applications, and more and more local companies are turning to this option. This thesis explores the key factors that influence the diffusion of VoIP applications in Chinese large companies, using a dual case study approach and triangulation with archival data, in-depth interviews with key stakeholders, and a questionnaire survey.

**Mini bio**

Dr. Herman Wu received his Doctorate degree from Grenoble Ecole de Management and his MBA/BBA from the University of Wisconsin – Madison. He is a qualified accountant and IT professional with numerous qualifications. He was the Assistant Professor and Director of DBA program for the joint venture of the Hong Kong Institute of Technology and Australian Southern Cross University. Dr. Wu has strong industry experience in the USA and Greater China Region. He was formerly the Chief Operating Officer & Sales VP of Avaya (former Lucent Technology) greater China region. Before Avaya, he was the Finance Director of American Standard Air Conditioning Systems (Jiangsu) Co. Ltd. Dr Wu’s research interests include Strategic Management, Management Accounting and Diffusion of Innovation.
Influence of Guanxi orientation and relationship marketing orientation on the control behaviors in marketing channels: An empirical research

Dr. Chengxi Charles XU

This dissertation defines a Guanxi orientation (G XO) as face preserving, affecting, and reciprocal favoring; this definition therefore regards G XO as an individual skill that a person can use to build a relationship with target others. By arguing that there are no obvious difference between G XO and individual relationships, this thesis takes a different perspective than extant literature pertaining to guanxi, which provides insights into the topic but also neglects several aspects of guanxi and create some confusion with regard to its definition, principles, classification, nature, and roles.

This thesis also defines a construct of personal relationship quality (PRQ) to test and evaluate the strength of individual relationships. In turn, it explore whether there are connections between Chinese G XO and relationship marketing orientations (R MO) in a marketing channel, to determine how a R MO might influence marketing channel member behaviors and mitigate their opportunism. Marketing channel mechanisms might help mitigate such opportunistic behaviors by members.

The results reveal that (1) G XO has no direct influence on R MO but instead works by building greater PRQ among boundary spanners who represent marketing channel members, though it does not provide a significant contribution; (2) PRQ mediates between G XO and R MO, and G XO’s weak influence on R MO only occurs through PRQ; (3) R MO has a significant impact on mitigating opportunistic behaviors among marketing channel members; and (4) marketing control mechanisms such as dependence, contracting, and norms contribute to inhibit opportunistic behaviors by marketing channel members, but this contribution disappears when controlling for R MO.

Mini bio
Dr. Chengxi Xu is General Manager of Shanghai Shen-Luck Co. Ltd. He holds an MBA from Xi’an Jiaotong University (China) and a DBA from Grenoble Ecole de Management.
Essays on momentum and contrarian strategies in China’s stock market

Thesis abstract

The modern U.S. credit and liquidity crisis contributed to global market volatility, yet China’s stock market performance, as measured by the Shanghai A-Share index, has remained relatively uncorrelated with the wider events. Consequently, the Chinese stock market has attracted great attention as a means to increase returns and possibly diversify portfolio risk. Can such investment strategies earn abnormal returns adjusted for risk, or does the efficient market hypothesis hold true for China? Building on prior literature, this study probes the value of momentum and contrarian investment strategies with respect to the increasingly influential but volatile Chinese stock market.

This thesis contains four sections: a literature review, an investigation of price momentum in the Chinese market; consideration of style-level momentum strategies; and an analysis of contrarian (price/value) strategies. Regarding the price momentum strategy, this study considers the “naïve” and volume-based price momentum strategies. The empirical findings show that price momentum exists in the low volume portfolio of the Chinese stock markets. Specifically, holding a low volume winner portfolio can outperform the market portfolio in the medium horizon. Risk factors are not sufficient to explain the abnormal returns, and the empirical results are consistent with the gradual information diffusion model. “Style momentum trading funds” act as momentum traders when entering the market but as contrarian traders when exiting. The rapid trading behavior of funds also accelerates stock prices toward their fundamental intrinsic value. However, multiple and simple style momentum strategies can earn statistically significant profits. A buy-and-hold approach for a style winner portfolio significantly outperforms the market portfolio in Chinese markets. Institutional investors may benefit from a style momentum approach that involves...
the largest 50% of Chinese stocks. Traditional risk factors cannot explain the style momentum, and the decomposition of strategy profits implies a predictability of stock return.

For the price contrarian strategy, this study compares short-term, long-term, and parametric versions. There are statistically significant profits for a short-term contrarian strategy; overreaction to firm-specific information is the most important source of short-term contrarian profits. The introduction of turnover shock significantly optimizes the contrarian strategy. A long-term contrarian strategy can earn statistically significant profits, and buying and holding losing portfolios can significantly outperform the market portfolio. A single, time-varying risk cannot explain long-term contrarian results, though Fama and French’s (1998) three-factor model explains it well. For the parametric contrarian strategy, evidence confirms the long-term reversal effect; a one-step ahead portfolio with the highest expected return significantly outperforms the market portfolio. An additional investigation of one- and two-dimensional value contrarian strategies reveals that strategies based on book-to-market ratios are the most successful; a value contrarian strategy is more successful when applied to the largest 50% of stocks. Finally, this study shows that value stock portfolios outperform growth stock portfolios, jointly determined by risk and market overreaction on the Chinese stock market.

Mini bio

Dr. Jie Xu holds an MBA from Oklahoma City University, a M.S. from Virginia Tech and a DBA from Grenoble Ecole de Management. In addition to his activities as Executive Vice President at China Minsheng Banking Corp, Dr. Jie Xu is also visiting professor of China University of Political Science and Law.
Factors influencing employees’ working motivation in mainland China: Culture values and relational exchange

Thesis abstract

This thesis presents an analysis of the hospitality industry in Hong Kong. Tourism in China has experienced continuous growth, especially as a result of some key international events such as the Olympic Games and the world expo. This study focuses particularly on increasing hotel room demand and its effect on the need for skilled labor who can accommodate the influx of tourists. The shortage of skilled and qualified people has increased human resource costs for many hospitality firms. This thesis therefore considers service quality and its linkages with “face people” who deliver service on the front lines. Most prior research is based in Western cultural experiences, so this study investigates the applicability of Western approaches to motivating employees in a Chinese context.

This study combines both qualitative and quantitative methodologies to answer questions about the motivation of front-line employees in the hospitality industry. The results reveal no substantial effects of the motivational preferences of Chinese employees. Similar to Western employees, Chinese employees are interested in salaries, job stability, job autonomy, and accomplishment. However, some differences emerge, related to the working environment and the relationship between superiors and subordinates.

Mini bio

Dr. Luhai Fred Xu studied hotel management at the Shanghai Institute of Tourism. He obtained his Master of Science in 2001 from Hong Kong Polytechnic University, before completing his DBA at Grenoble Ecole de Management in 2009. He has been working as General Manager and Board Chairman of Shanghai Gezhouba Hospitality International Corporation, a worldwide hotel alliance and tourism company.
The concept of corporate executive ability: Proposition of a conceptual model and a methodology of measurement

Execution and executive ability have become heated topics, especially in the corporate world. But trendy theories are not the solution to elementary problems, so efficient, effective execution methods still are required. To achieve its strategic goals, a corporation must achieve execution, by continually discovering and nurturing its executive ability.

The academic community has not agreed on an executive ability theory, or even a precise definition or measurement scales. This thesis reviews existing literature to define executive ability as a talent for efficient decision making and effective decision execution. Executive ability includes all capabilities and means from both the corporation and its employees, which are susceptible to various internal and external factors. Therefore, this thesis proposes the independent variables that influence corporate executive ability (CEA), including strategic, institutional, cultural, motivation, and competence factors. Individual differences among staff and differences across organizational characteristics lead to significant differences in the cognition of these variables.

The hypotheses tests include a field study with 12 nuclear power companies in China, which included 1,096 valid responses. The scale developed for this research achieves good internal consistency reliability and construct validity. Furthermore, the results show that 57.1% of the variance in CEA can be explained by six independent variables: organizational learning, organizational structure, corporate values, performance management, marketing, and human relations. Differences in individual and organizational characteristics produce significant differences in cognition of the independent and dependent variables, which establishes the theoretical foundation for relevant management measures to improve CEA.
The basic model of CEA provides a good definition of the concept of CEA, its basic structures, and key factors. In a case study, this thesis documents the key factors of executive ability in the Chinese nuclear power industry, which should further current management, leadership, and executive ability theories. Finally, using the conclusions in this research, it is possible to establish an assessment indicator system for CEA, which can support the quantitative measurement of the status and improvement needs for CEA. This thesis also points out some limitations and prospects for further research that can deepen and broaden this field.

Mini bio

Dr. Yin Xiong graduated from Lanzhou University with a Master’s degree in Nuclear Physics and Nuclear Technology in 1988 and earned his Doctorate of Business Administration degree in 2008. He has worked for the China Nuclear Intelligence Center and China National Nuclear Corporation; since September 2001, Dr. Xiong has worked for the China Guangdong Nuclear Power Group.
As China’s economy has grown constantly and rapidly in recent decades, medical expenses in the country are also soaring, for both the government and individual consumers. The social medical insurance system, mainly sponsored by employers and regulated by the Chinese government, leaves large numbers of uninsured people. Considering the financial costs of major medical crises, critical illnesses often result in financial trauma. The direct and indirect costs often lead to significant deterioration in patients’ quality of life, including negative financial consequences. Therefore, critical illness insurance has significant meaning for insured people who now see themselves as survivors rather than as decedents.

Most health insurance studies come from the United States, which may not apply to other countries, considering the differences in the social security systems, economic environments, cultural environments, and customers’ characteristics. Virtually no studies focus on the decision-making process for critical illness insurance and the factors that affect the purchasing decision, so insurance providers, both local and international, continue to call for investigations of consumer decisions to purchase critical illness insurance.

This thesis constructs, on the basis of former studies, a model of purchasing behavior for critical illness insurance and attempts to define relevant factors and the related role of the process. With a survey in Shanghai, in which 1200 questionnaires were distributed by 200 agents of the China Pacific Life Insurance Company, this study identifies the process of consumers’ decision making about critical illness insurance, how different background factors affect consumers’ purchase behaviors in this industry, and whether “new” factors that pertain specifically to China’s environment influence consumers’ decision making.
Exploring the specialty of governance structure of publicly listed companies in China

In the early 1990s, the first listed company went public in China; just 15 years later, the number of publicly listed companies in China reached to 1287. Furthermore, their corporate governance mode dominates Chinese corporate culture, so research into their corporate governance structures has become an important focus in both academic and business fields.

This thesis therefore first reviews the background of corporate governance theories, analyses some basic modes, and clarifies understanding for these modes. The external environment of corporate governance for publicly listed companies in China continues to change dramatically, which suggests the need to study three critical factors that describe internal corporate governance structures: the ownership structure, composition of the board of directors, and financing structure. By considering their correlations with operational performance, this thesis offers theoretical hypotheses, then tests them with data from 350 publicly listed companies.

The results indicate several unique elements of the corporate governance structure of publicly listed companies in China: state-owned shares that dominate ownership structures, stock conversion, extreme low debt ratios, preference for equity financing, opposite market performance, and negative effects of independent directors. The empirical analysis reveals that the debt-to-assets ratio is negatively correlated with operational performance; P/BV and the independent directors' ratio on the board also correlate negatively with operational performance; but assets correlate positively with it. The other variables have no notable correlation.

The dominance of state-owned shares reflects the complicated historical background and prevalent issues in China. Only one-third of these shares
can be traded on markets, which is a unique feature of the corporate governance structure of publicly listed companies in China. Although this analysis offers some relevant results, the defects in the external corporate governance environment may not allow those conclusions to offer suggestions for the future development and implementation of corporate governance. Instead, it is urgent to undertake deeper reforms to the governance structure, complete related legislative systems, and encourage the active participation of related market parties in reform. The profound reforms of the external environment, with added measures for diversifying ownership structure and reducing the separation of control and ownership, imply that the corporate governance structure will be totally different in the future. This thesis predicts the changes and offers some suggestions for policymakers and researchers.

Mini bio

Dr. Xinrong Zhang started his career in a large pharmaceutical company, and became the CEO of a publicly listed company. He was engaged in financing, capital investment, mergers and acquisitions for many years, with deep understanding of the governance of China companies, and profound insight into capital investment, strategy planning and globalization. During his research for the doctorate degree, he put forward innovative thoughts, having a passion for persistent and reliable academic research. He has now founded a new company to engage in developing dental health care in China.
Benchmarking cross-industry employee perception of managerial effectiveness

Thesis abstract

Regardless of the level of technology or size of any given organization, employees have common expectations of management. This study gauges management’s success in meeting these expectations, using statistically valid and reliable managerial effectiveness benchmark scores, derived from the management perception survey (MPS). The benchmark reflects average scores for organizations in southeast Louisiana, in the United States. The study substantiates several hypotheses. First, there is a significant mathematical correlation across the eight categories of constructs in the survey. Second, there is little significant difference among persons with varying amounts of management training or experience when it comes to employees’ perceptions of their managerial effectiveness, as it regards the company’s organizational climate and culture. This finding also features a weak dependency on the type of industry and employees’ impression of the profitability of the organization. Third, typical employee perception scores involving the company’s organizational climate and culture have remained relatively constant since 1995.

The MPS also provides information to guide in-house or external consultants in their study and training of managers and leaders. There is value in comparing a specific company’s management effectiveness against a geosocial benchmark. The scores awarded by employees provide a reliable indication of the strengths and weaknesses of management within a firm.
Product safety is a hallmark of modern society and thus carefully monitored and managed by manufacturing firms, consumer organizations, and regulatory bodies. The recent concern for declining product safety has heightened the attention to product safety globally and led to an increase of public awareness about product safety with some high-profile cases.

In spite of all stakeholders’ tremendous interest on product safety improvement, academic research on NPD (New Product Development) practices has produced little empirical evidence on their implications on product safety. The purpose of this research is to fill the gap by analyzing and quantifying all relevant relationships between product safety strategy, product safety culture, concurrent engineering, NPD process, and product safety performance with SEM (Structural Equation Modeling) and to provide actionable insights for academics, managers, and regulators. Grounded on theoretical models of national quality award, (e.g., EFQM (European Foundation for Quality Management) excellence model, a conceptual model), product innovation and product safety was developed and tested with data collected from 255 respondents at 126 firms in the durable juvenile product industry worldwide.

Semi-structured in-depth interviews with 40 senior managers at 33 firms worldwide provide great insights into understanding the dynamics of product safety in the juvenile product industry.

The findings of this dissertation reveal that top management is the main driver for product safety. Product safety strategy affects a firm’s product safety culture in NPD and the NPD process practices that the firm adopts. Product safety culture has a strong and direct relationship with concurrent engineering and the NPD process, and the NPD process determines product safety performance. Concurrent engineering only shows a weak effect on
the NPD process. Both product safety strategy and product safety culture have very strong indirect effects on product safety. However, the hypothesis on the relationship between product safety strategy and concurrent engineering is not supported, and there is no evidence that concurrent engineering affects product safety either. In general, product safety strategy, product safety culture, and NPD process are three cornerstones for product safety.

In addition, this dissertation also reveals that beside manufacturers, governments and consumers also play a very important role to ensure product safety in this ultra-competitive environment. Although most of the best performers claimed that they have more stringent requirements than the regulatory standards, and they are not affected by external factors, in the absence of government intervention and consumers’ (and retailers’) focus on product safety, the goal to improve overall product safety performance in the market remains elusive. On the other hand, this dissertation identified a couple of major issues facing the industry and a big gap between the safety community and industry to manage product safety. If these issues cannot be addressed, improvements on product safety are difficult.

Finally, this dissertation supplements the NPD literature by integrating product safety dimension as a dependent variable and incorporating safety management practices into the NPD process. It also provides empirical evidence to support the largely prescriptive literature in the safety community. The product innovation and product safety model represents one of the first reported attempts to empirically investigate the implications among the five constructs. The findings of this dissertation can guide a firm to develop products that are safe — with obvious benefits for manufacturing firms and their consumers; they can also provide empirical guidance for governments to regulate industries properly and effectively.

Mini bio

Dr. Yunlong (Andy) Zhu’s educational background includes a DBA from Grenoble Ecole de Management; an MBA from Southern Illinois University, Carbondale; and a BSc from Shanghai Jiao Tong University. He holds more than 20 years of professional experience in R&D management, quality management, operations management, and general management. His research interests focus on innovation management, quality, and operations management.
DBA

PUBLICATIONS AND OTHER INTELLECTUAL CONTRIBUTIONS OF DBA GRADUATES
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**Working Papers**

**Important notification:** Please note that for some of the working papers listed below we were not able to collect the release dates.


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This work has been coordinated by Delphine Vidal based on an original concept by Benoit Aubert. Project Coordinator for the DIKOMO: Claudia Vance. Translation, proof-reading and copy-editing: George Room, Claudia Vance and Elisabeth Nevins Caswell. Design and layout by Philippe Tur - turphilippe@me.com. Photo credit: Alexis Chézière, Prisme / Pierre Jayet, Cover: © oliman1st - Fotolia.com Printed by Imprimerie du Pont de Claix in April 2013
20TH ANNIVERSARY
The DBA at Grenoble Ecole de Management
The Doctorate of Business Administration was set up in 1993 at Grenoble Ecole de Management with the main objective of offering executives and academics an opportunity to leverage their careers and/or to make a transition into the highest levels of academia.

This second edition of the “Doctoral Knowledge Factory” guide summarizes our achievements from 20 years of investment and work in this program. The profile of each alumnus is presented and their doctoral research is summarized. Also, more than 650 intellectual contributions – books, research papers, conferences, etc. – produced by our alumni are presented, demonstrating the rigor and relevance of the DBA program.

The guide will be helpful to anyone interested in understanding the role of the Grenoble Ecole de Management DBA programs and their contribution to applied research.

This work has been coordinated by Delphine Vidal based on an original concept by Benoit Aubert.