

**Madina Rival – University Professor at Cnam
Paris-France**



Academic background and qualifications

- March 2014* **Capacity to act as Director of Research** in Paris 2 Panthéon Assas University under the direction of Prof. Véronique Chanut, *The political strategy of organisations: a subject of research for management science*, HDR (Accreditation to supervise research) taken on March 12 2014
Jury members: Professors Frank Bournois (Paris 2); Alain Burlaud (Cnam – French National Conservatory of Arts and Crafts); Jean-Philippe Denis (U. Nanterre, protractor); Jean-Pierre Helfer (IAE Paris, protractor); Patrick Hetzel (U. Paris 2, protractor).
- Dec. 2002* **PhD in management science** from the Institute of Business Administration - IAE Paris (Université Paris 1 Panthéon-Sorbonne) under the supervision of Professor José Allouche *The political action of French companies: the plurality of strategies and contribution to the creation of value for the shareholder, comparison France/Great Britain*
Doctoral thesis read on December 18 2002 with highest honors and awarding of the **Louis Forest de la Chancellerie des Universités de Paris** scholarship.
Jury members: Professors François Blanc (IAE of Clermont Ferrand, protractor); Jérôme Caby (IAE of Paris); Alain Desreumaux (IAE of Lille); Jean Pierre Nioche (HEC, protractor); Géraldine Schmidt (IAE of Paris).
- June 1999* **Agrégation (highest French degree for teaching) in economics and management**
Entrance exam 1999, option B Accounting & Finance, finished 3rd in overall national rankings.
- June 1998* Admission to the **Ecole normale supérieure of Cachan**
Entrance exam for entry into 3rd year.
- 1997-1998* **DEA – postgraduate degree in applied economics in the business and international finance sector**
Under the supervision of Professor Jean Jacques Rosa – Political Science Institute of Paris
Thesis on *The part played by management in company performance*,
Passed with distinction
- June 1996* **Political science Degree from the Political Science Institute of Paris**, public services section, majoring in economics.

Posts held and professional experience

- Since 2018* **University Professor at Cnam-Equipe Innovation**,
Holder of a **PEDR** (Ph.D. and Research Supervising Bonus)
- 2003-2017* **Lecturer** at the French National Conservatory of Arts and Crafts (Conservatoire national des arts et métiers).
 - National educational team Innovation since 2016.
 - National Institute for economics and accounting techniques (Intec) in the Accounting, Control and Auditing department (CCA) until 2016.
- 2000-2003* **Post-doctoral research fellowship** at the University of Versailles Saint Quentin en Yvelines.

1999-2000

In charge of Practical Tutorials, University of Versailles Saint Quentin en Yvelines.

Institutional responsibilities at Cnam

- 2019 National Ombudsman for the **Cnam Great Debate**
- Since 2019 Elected member of the **Cnam Executive Board**
- Since 2018 Representative of the postgraduate school Abbé Grégoire of Cnam at **Hésam Doctoral College**
- Since feb.
2018 **Director of LIRSA lab**
Cnam team in management, economics and law, 210 researchers of which 88 doctorates
- 2017 **Creator of the certificate of competence (3-year Higher Ed.) « Managing laicity in society »**
- Since 2016 **Member of the Bureau « Innovation » team**
- Since 2016 **Creator et national head of the Cnam trainings dedicated to public management:**
2nd year of master's degree « Prospective, innovation and public management » from the master's degree Enterprise, Innovation and Society;
Specialty certification (5-year Higher Ed.): « Politics and management of public innovation in the territories ».
- Since 2016 Member of an MCF selection committee (Master of Corporate Finance) for EFAB (2016)
Member of two MCF selection committees in CCA for Intec (2017)
Member of an MCF selection committee in radicalization (2017)
Member of 4 selection committees (MCF english, MCF radicalization, PU economy, Pr Cnam ergonomics) (2018)
Member of 5 selection committees (MCF logistics, MCF Management and CG, Pr Cnam Design, Pr Cnam Cultural Industries, Pr Cnam Actuaries (2019)
- Since 2015 **Member of the Head Team of the Doctoral School** Abbé- Grégoire (ED 546), Humanities and Social Sciences at Cnam (350 doctorates, 9 research lab in charge of the organization of doctoral days, board member of the Doctoral School since 2016.
- 2014-2017 Elected member of the **Cnam Scientific Committee** (1618 voters), assistant secretary.
- 2013, 2014,
and since 2017 Member of the **Awarding Committee for doctoral contract** in Humanities and Social Sciences (Doctoral School Abbé Grégoire) at Cnam.
- Since 2013 **Member of LIRSA Bureau**, Cnam laboratory in economics, law and management.
- 2003-2018 **National head of teaching unit Cnam-Intec (30 temporary workers-1500 students):**
Teacher recruitment and coordination for classes (10 groups per weeks for 24 weeks: team of 11 temporary teachers) and for online education, assignments and national exams (team of 30 temporary teachers).
Writing and coordination of works (4 set of duplicated copies, 6 assignments); forum

animation for online education.

Fields concerned: management (1,500 students, since 2008) ; association management (50 students between 2003-2009); market finance (50 students, between 2003-2009) ; management and accounting of international business (50 students, since 2009).

National institutional responsibilities

Since 2011

Member of two **MCF 06 selection committees** at IAE (Management School) of Nice (2011)

Member of an **MCF 06 selection committee** at Paris 2 University (2014)

Member of two **MCF 06 selection committees** at IAE of Pau and Dijon (2016)

Member of a **PR 06 selection committee** at IAE of Poitiers (2018)

Member of a **PR 06 selection committee** at Paris 2 University (2019)

2011-2017

Nominated member at the **National Universities Council** (two terms)

2007-2018

Creator of subjects for national exams in the chartered accounting field for the management.

2006-2008

Member of the jury for the **national competition of external Economics and Management Agrégation** (secondary education) in business economics and management.

1. Published research studies

- **Academic reviews:**

- **2018: Chanut, Rival, Lallemand, Peng et Rochette**, « Nouvelles idées sur le management public, un champ en construction ? » (« New ideas on public management, a field in construction? »), journal *Management international*, June, p. 107-120 (Fnege 2/ HCERES A).
- **2018: Rival et Major**, “What lobbying ethics and what for? The case of French lobbying consulting firms.”, *Journal of Business Ethics*, online 5 April 2016, published June 2018, vol150 n°1, p.99-116 (Fnege 2/HCERES A).
- **2017: Rival et Ruano-Borbalan** : « La fabrique des politiques publiques co-construites, idéologies et pratiques innovantes » (« Factory of public politics jointly constructed, ideologies and innovative practice »), *Politiques et Management Public*, n°1-2, vol 34, p.5-16 (Fnege 4/HCERES C).
- **2016: Chanut, Albizzati, Rhazi, Rival et Rochette**, « Le corps français des ingénieurs des eaux, des ponts et des forêts, une profession résiliente ? » (“The French body of water, civil an forest engineers, a resilient profession?”), *Revue de gestion des ressources humaines*, p.61-78 (Fnege 2/HCERES A).
- **2015: Rival et Chanut**, « Les stratégies politiques des organisations : de nouvelles perspectives pour la recherche en gestion », (« Strategical politics of organisations : new perspectives for management research »), *Revue Française de Gestion*, october, p. 71-88 (Fnege 2/HCERES B).
- **2015: Rival**, « Alignement stratégique et stratégies politiques, un entretien avec Thomas Lawton » (« Strategic alignment and political strategies, an interview with Thomas Lawton »), *Revue Française de Gestion*, October, p. 183-188 (Fnege 2/HCERES B).
- **2013: Rival et Vidal**, « Comptabilité et politique, des liens complexes et réciproques » (« Accounting and politics, complex and reciprocal links »), *La Revue des Sciences de Gestion Direction et gestion*, n°263-264, September-December, p.15-18 (Fnege 4/HCERES C).
- **2013: Boutmy et Rival**, « Action publique des collectivités locales françaises et réforme comptable : Vers plus de transparence ? » (“Public action of French local communities and accounting reform: towards more transparency?”), *Politiques et Management Public*, n°3, July-September, p. 373-393 (Fnege 4/HCERES C).
- **2012: Bourguignon et Rival**, « Syndicats de salariés français et lobbying : quelle place pour un acteur atypique dans l’influence des décisions publiques? » (“Trade unions for French workers and lobbying: which place for an atypical actor in the influence of public decisions?”), *Gestion et Management Public*, n°1, September-October, p. 21-37 (Fnege 3/HCERES C).
- **2012: Rival**, « Entreprises privées et décision publique : acteurs et organisation stratégique du lobbying dans les grandes entreprises en France », (« Private companies and public decision : actors and strategic organisation of lobbying in big French companies »), *Politiques et Management Public*, n°3, vol 29, p. 431-449 (Fnege 4/HCERES C).
- **2012: Rival**, “Are firms’ lobbying strategies universal? Comparison of lobbying by French and UK firms », *Journal of Strategy and Management*, vol 5, issue 2, p. 211-230. This journal, published by Emerald, can be found on ABI/INFORM and ProQuest (1755-425X).
- **2010: Lévy et Rival**, « Les associations du secteur médicosocial sous tutelle publique : vers l’émergence de formes d’entrepreneuriat ? » (« Association in the mediosocial sector under public care: towards the emergence of entrepreneurship?”), *Politiques et Management Public*, n°3, vol.27, p. 55-77 (Fnege 4/HCERES C).
- **2007: Rival**, « L’entrepreneuriat institutionnel crée-t-il de la valeur pour l’actionnaire ? Le cas du lobbying des entreprises cotées en France et en Grande-Bretagne » (« Is the institutional entrepreneurship creating value for the shareholder? The case of lobbying in French and British listed companies”), *La Revue du financier*, n°168, November-December, p. 152-169. This review was classified AERES and CNU 06 (C) during the publication of the article (0223-0143).
- **2007: Rival**, « Intelligence économique et performance boursière des entreprises, Le cas de l’évaluation de la démarche de lobbying des entreprises françaises et anglaises par la méthode des études d’événement » (« Economic intelligence and stock performance of entreprises: the case of the lobbying evaluation of

French and English companies through the event studies method »), *Vie et Sciences de l'Entreprise* (formerly *Vie et Sciences Economiques*), n° spécial 174-175 « Intelligence économique », June, p. 119-141. This review was classified AERES (0336-142X) for the publication of the article.

- **2006: Chatelain-Ponroy, Rival, Sponem et Torset**, « Les pratiques des établissements d'enseignement supérieur et de recherche en matière de pilotage et de contrôle de gestion » (« Practices of institutes of higher education and research in terms of piloting and management control »), *Revue française de comptabilité*, n°393, November, p. 43-46. This review was classified CNU 06 (C) during the publication of the article (0484-8764).

- **2006: Rival**, « Vers un lobbying éthique ? Ou comment pratiquer l'influence sans corruption » (« Towards an ethical lobbying ? Or how to practice influence without corruption? »), *Entreprise éthique*, n° 24, April p. 69-76. This review is published the Cercle d'Ethique des Affaires (1256-5482).

Book reviews:

2012 : Rival, « Comptabilité et contrôle : de l'enseignement aux enseignements sociétaux » (« Accounting and control : from teaching to social teaching »), book review Comptabilité, contrôle et société (Mélanges en l'honneur du professeur Alain Burlaud), *Gérer et Comprendre*, n°109 September, p. 80-82 (Fnege 3/HCERES B).

• Other mediums :

-**2018 : Rival**, « Former au management public : l'innovation publique a ses conditions. » (« Train for public management : public innovation has its conditions »), *Cadres*, n°478, September, p. 67-71.

- **2017 : Rival**, « Le management selon Macron s'apparente à celui d'une entreprise familiale », (« Management according to Macro resembles a family business »), Interview at the newspaper *Le Figaro*, 06 August.

- **2017 : Rival**, « Des périodes délicates pour les entrepreneurs » (« Hard times for entrepreneurs »), Interview at the newspaper *La Croix*, February 20th, p. 3.

- **2016 : Rival**, « Administration : peut-on former à l'innovation publique ? » (« Administration: can we train to public innovation? »), *The Conversation.com/fr*.

- **2016 : Rival**, « Le lobbying n'est pas toujours ce que l'on croit » (« Lobbying is not always what we think »), *Le Monde*, 7th of April, p. 7 of the Cahier économie et entreprise.

- **2016 : Rival et Chanut**, « Lobbying : aller au-delà des poncifs par la recherche » (« Lobbying : going above the clichés through research »), *The Conversation.com/fr*.

-**2015 : Rival**, « Sauvez un arbre, embauchez un expert-comptable ! » (« Save a tree, hire an accountant »), interview for the *Cnam mag'*, n°3, October, p. 31.

- **2013 : Rival**, « Défendre l'identité intellectuelle de Sciences Po. » (« Defending the intellectual identity of Sciences Po. »), *Sciences Po. Alumni Magazine*, n° 4, April p 10.

- **2011 : Rival**, « L'influence, une pratique qui ne va pas de soi pour les entreprises en France » (« Influence, a practice that does not come naturally for French companies »), *Rue Saint Guillaume*, n° 162, March-April, p 40-42.

- **2002 : Rival**, « Lobbying et performance : une étude de l'action politique des entreprises françaises, 1995-2000 » (« Lobbying and performance : a research on political action in French companies, 1995-2000 »), *Cahiers de recherche du GREGOR*, n°4.

• Books:

2014 : Rival, Bournois, Chanut, *Intelligence économique et lobbying, au crible des valeurs publiques*, ESKA, 300 pages. Certified by the Fnege, 2015.

• Chapters :

- **2014 : Déjean et Rival**, « L'appropriation progressive des enjeux de la RSE par la profession comptable, un chemin incertain », in *Mélanges en l'honneur de Christian Hoarau*, coordinated by Alain Burlaud, Ordre des Experts Comptables, p.279-286.

- **2014 : Rival, Bournois, Chanut**, « Intelligence économique et lobbying, pour une recherche soucieuse des valeurs publiques », in *Intelligence économique et lobbying, au crible des valeurs publiques*, Madina Rival, Frank Bournois and Véronique Chanut (eds), ESKA, 2013, p 17-28.
- **2014 : Rival et Sémo**, « Du lobbying à la co-construction du Service Public, une entreprise à la recherche de valeur publique dans le secteur de l'eau en France », in *Intelligence économique et lobbying, au crible des valeurs publiques*, Madina Rival, Frank Bournois and Véronique Chanut (eds), ESKA, 2013, p 249-272.
- **2008 : Gardin, Rival, Torset**, « La régulation tutélaire des associations médico-sociales », in *La gouvernance associative*, C. Hoarau, J.L. Laville (eds), Erés, 2008, p. 131-151. This book was republished under the pocket format in 2013.
- **2008 : Rival**, « Associations et entrepreneuriat institutionnel », in *La gouvernance associative*, C. Hoarau, J.L. Laville (eds), Erés, 2008, p. 215-225. This book was republished under the pocket format in 2013.

- **Communications at colloquium:** (principals since 2012)

- **2019 : Academy Of Management (AOM)**, Boston, August.
« Inclusive management consulting: a study of client-consultant relationship » communication with Michel Seccia, Richard Major and Maryse Carmes
« Business Processes, Organizational Transformation and Social Media: An Action Research in China », communication with Emmanuel Monod, Christina Yang, Yue Hillon, Alan Eisner, Black Wang and Caroline Li
Participation at 3 PDW : « Artificial Intelligence: Which Impact on Management? » ; « Professional Doctorates: The Road Toward Inclusion and Internationalization » ; «The MED Division Ambassadors Program: On the Road to Inclusiveness and Internationalization »
- **2018:** “Lobbying et retour du régalién, perspectives internationales de recherche » (« Lobbying and sovereign comeback, international perspectives research”), round table, **colloquium PMP**, Paris, December.
- **2018 :** “Professional doctorates: a relevant contribution for improving lives”, PDW speaker, **Academy Of Management (AOM)**, Chicago, August.
- **2017 :** « Former à l’innovation publique : des recettes universelles ? » (« Training to public innovation : universal recipes ? »), communication at the **annual colloquium of International Association of Research in Public Management**, Nice, 1st and 2nd of July.
- **2017 :** « Nouvelles réalités, nouvelles formations : peut-on former à l’innovation publique ? » (« New realities, new trainings : can we train for public innovation ? »), communication with Christian Bouché, **VIIIe Symposium international « Regards croisés sur les transformations de la gestion et des organisations publiques »**, Paris, 23rd and 24th of February.
- **2016 :** “Making public and private organizations meaningful : a co-production of practice knowledge”, Professional Development Workshop, with Véronique Chanut, Richard Major and Jacques Rojot, **Academy Of Management (AOM)**, Anaheim, August.
- **2015 :** L’évaluation publique territoriale : de la re découverte à l’innovation (« Public territorial evaluation : from the rediscovery to innovation »), communication co- written with Véronique Chanut, **symposium VII Symposium international « Regards croisés sur les transformations de la gestion et des organisations publiques »**, Montpellier, 26 and 27 November.
- **2015 :** Les grands corps d’Etat ont-ils une stratégie ? le cas des ingénieurs des eaux, des ponts et des forêts (« Do big State bodies have a strategy ? The cas of water, civil and forest engineers »), communication co-written with Véronique Chanut, Marie-Odile Albizzati, Fatim Rhazi and Corinne Rochette, **XXIVe conférence de l’AIMS**, Paris, June.
- **2015 :** Les experts comptables face aux enjeux liés à la Responsabilité Sociale des Entreprises : désintéret ou appropriation (« Chartered accountants facing issues linked to the Social Responsibility of Companies »), communication co-written with Frédérique Déjean, **36^{ème} congrès de l’association Francophone de Comptabilité (AFC)**, Toulouse, 19-20 May.
- **2014 :** « Les ingénieurs d’Etat : une profession « établie » ?, le cas français du corps des ingénieurs des eaux, des ponts et des forêts » (« State engineers : an ‘established’ profession? The French case of water, civil and forest engineers »), communication co-éwritten with Véronique Chanut, Marie-Odile Albizzati,

Fatim Rhazi and Corinne Rochette, **VI Symposium international « Regards croisés sur les transformations de la gestion et des organisations publiques »**, Montréal, 27 and 28 november.

-2014 : « Le phénomène corporatiste à l'épreuve des réseaux d'action publique :

Le cas français du corps des ingénieurs des ponts, des eaux et des forêts » (« Corporatist phenomenon put to the test by public action networks : the French case of civil, water and forest engineers »), communication co-written with Véronique Chanut, Marie-Odile Albizzati, Fatim Rhazi and Corinne Rochette, **Conférence annuelle du GEAP**, Speyer 10- 12 September 2014.

-2014 : « Comptabilité sociale et environnementale : les stratégies de lobbying de la profession comptable » (« Social and environmental comptability : lobbying strategies of the accountant field »), communication co-written with Frédérique Déjean, **RIODD**, Bordeaux, October.

-2014: “What Words provide effective consulting-research feedback in practice?

The case of elites”, coordination of a Professionnal Development Workshop, hosted with Frank Bournois, Véronique Chanut, Richard Major and Jacques Rojot, **Academy Of Management (AOM)**, Philadelphia, August.

-2014 : « Nouvelles idées sur le management public, un champ en construction ? » (« New ideas on the public management, a field under construction ? »), communication co-written with Véronique Chanut, Anne-Sophie Lallemand, Hongxia Peng, and Corinne Rochette, **Troisième conférence de l'Association internationale pour la recherche en management public, AIRMAP**, Aix en Provence, May.

-2013 : « Du lobbying à la diplomatie stratégique : le cas du secteur de l'eau en France » (« From lobbying to strategic diplomacy : the case of the French water sector »), communication written with Igor Sémo, **1ère journée Diplomaties stratégiques de l'Association internationale de management stratégique (AIMS) : L'exercice des diplomaties stratégiques : enjeux internes et externes**, 28 March.

-2012: « Du lobbying à la co construction du service public : le cas du secteur de l'eau en France » (« From lobbying to co-construction of the public sector : the case of the French water sector »), communication written with Igor Sémo, **Deuxième conférence de l'Association Internationale de Recherche en Management Public (AIRMAP)**, Paris, December.

-2012 : « Les stratégies hors marché, quand l'entreprise se saisit de la chose publique » (« Off-exchange strategies, when firms appropriate public affairs »), communication written with Frédérique Déjean, **Troisièmes Etats Généraux du Management**, Strasbourg, October.

-2012 : « Ethics in management consulting: theoretical and practical implications », participation at the Professionnal Development Workshop coordinated by Laurent Cappelletti, **Academy Of Management (AOM)**, Boston, August.

-2012 : “From informal practices to formal conduct: Ethical practices and issues in French lobbying consulting”, communication written by Richard Major, **prix du meilleur article de la Benedictine University, Academy Of Management (AOM)**, Boston, August.

-2012 : « Responsabilité sociale des entreprises et lobbying : quelle éthique pour quels enjeux dans les cabinets de conseil en lobbying ? » (“Corporate social responsibility and lobbying: which type of ethic for which stake in consulting firms specialized in lobbying?”), communication written by Richard Major, **XXIème conférence de l'AIMS**, Lille, June.

• Invited to conventions

- 2019 : « Illusion ou révolution ? A quoi servent les labs publics ? » (« Illusion or revolution ? What is the point of public labs ? »), Debate for 2019 meetings of Acteurs Publics, Cour des Comptes, 26 June.

<https://www.acteurspublics.fr/webtv/emissions/les-rencontres-des-acteurs-publics/debat-illusion-ou-revolution-a-quoi-servent-les-labs-publics>

- 2019 : Closing conference of the *journées think education et recherche* (news thank), « Réussir seul ou ensemble ? L'ESR français à l'épreuve du collectif ? » (« Becoming successful on your own or together ? Is the Educational system able to stand the test of collective ? »), « l'ESRI français sait-il influencer et trouver sa place dans le débat politique ? », 13 February, Université Paris Dauphine. <https://education.newstank.fr/fr/thinker>

-2015 : Opening conference and common theme of the *Entretiens Territoriaux de l'INET*, « Sens valeur et transition » (« meaning, worth and transition »), 2nd and 3rd December in Lyon. <http://www.inet-ets.net/editions-2015/programme-2015/>

- **2015** : Workshop conference «Construction du réseau et insertion professionnelle » (« Construction of network and occupational integration »), *Journées doctorales du Cnam*, 20 and 21 May.

- **Diverse**

- Participation in **2 search reports** (Cnam 2007 research program for the permanent council of associative life, under the guidance of J.L. Laville and C. Hoarau; Sciences Po. Alumni 2010).
- 2004-2018 : conception et co-writing of the Intec-Cnam correspondence course distributed by the Cned (around 4 duplicate copies of 130 pages each) in financial management, economics, and management.

2. Teaching experience

Formal and continuing education, apprenticeship; traditional classroom training and distance learning

- **Teaching at Cnam : varied teaching in management with a specialisation in public management**

- Teaching for Bachelor's Master's Degrees within the Innovation team since 2016 (180 hours):
 - Public innovation** course, 2nd year of Master's Degree in Innovation, enterprises, and society.
 - Public management** course, specialty certification in Politics and public innovation management in the territories.
- Teaching in the **engineer** course at **Cnam** : « L'ingénieur et le politique » (« Engineering and politics ») (3 hours in 2018)
- Teaching in 2nd year of Master's Degree in Accounting, Control and Audit: course on **research methodology and initiation to research** (18 hours) 2011-2018.
- Teaching in 1st year of Master's Degree in Criminology, Security, Defense, and Intelligence: course on **research methodology and initiation to research** (13,5 hours) since 2015.
- Teaching in Bachelor's and Master's degrees within the DCG/DGC at l'Intec:
 - Courses and tutorials in **strategic management and organisational** (90 hours per year in 2005 and 2006, 90 hours in 2007 and 180 hours from 2008 to 2016).
 - Courses and tutorials in **financial management** (80 hours per year from 2003 to 2005).
 - Courses and tutorials in **economics** (90 hours in 2006 and 90 hours in 2007).
 - Courses and tutorials for the **final English oral exam in economy** (16 hours in 2010-2011).
- Teaching for Bachelor's Degrees at Ecole nationale des assurances (Enass): **economics** tutorials (50 per year from 2006 to 2008).
- Teaching in 2nd year Master's Degree specialised in marketing and supply: Course on **lobbying** (15 hours). 2003-2005.

- **Interventions in other schools : lobbying and management sciences**

- *Ena, Strasbourg*: **Course on public innovation**, (16 hours). 2017-2018
- *Sciences Po. Rennes* : Seminar **Management and organisation of men**, course for 4th year graduates (12 hours). 2015-2016.
- *Université Paris 2 Panthéon-Assas* : « **Public Affairs and lobbying: stakes, practices, ethic** », course for Master's Degrees (2 hours). 2014.
- *Sciences Po. Paris* : Opening conference on **lobbying** (3 hours per year). 2003-2005.
- *IAE de Paris (Université de Paris 1 Panthéon-Sorbonne)* : **Human Ressources Management**, course for Master's Degrees (18 hours). 2002-2003.
- *Université de Versailles Saint Quentin en Yvelines* (between 1999 and 2003) : teaching in the former MBA in Business Administration (tutorials on **economics** 16 hours 1999-2003 and tutorials on **financial management** 80 hours per year 1999-2003).

- **Coordination et tutelage (Cnam-Intec, Cnam Innovation, Cnam entreprise)**

- Monitoring of dissertations on public management (2nd year Master's Degree) since 2016; Tutelage dans le within the formation for expertise (2003-2018); Member of the jury of the economy course in English of the

DSCG/DSGC (2003-2018); Approval of subjects and follow-up of dissertation for the course on professional relations for the DSCG/DSGC (2010-2018).

- 2017/2019: Academic contact for the training on « Evaluation of public politics » for the *DGAFP (Direction Générale de l'Administration et de la Fonction Publique)*, Cnam entreprise.

- **Supervision of research (in management sciences and management)**

Master's Degree level

- Follow-up of dissertations in the 2nd year Master's Degree in Accounting, Control and Audit since 2011 and in the 2nd year Master Degree Public Innovation since 2017.

- Participating in a thesis jury for the Master's Degree in Economy and Health Management in 2014.

PhD level

- **Thesis supervision at the Doctoral School Abbé Grégoire at Cnam :**

1. Michel Seccia, *La relation consultant-client: représentations et performance (Consultant-Client relationship: representations and performance)*, registration in october 2016 within Lirsa-Cnam. **Defended in 2019**

2. François Nicolle, *Stratégies d'influence et vecteur digital, le cas des établissements d'enseignement supérieur en France (Strategy to influence and digital medium, the case of higher education institutes in France)*, registration in november 2016 within Lirsa-Cnam, co-supervised with Maryse Carnes, MCF Cnam-Dicen.

3. Angéline Armandy, *Innovation publique, transformation des acteurs et de leurs apprentissages (Public innovation, transforming actors and their apprenticeships)*, registered in november 2017 within Lirsa-Cnam.

4. Emilie Michelin, *Innovation publique et logique entrepreneuriale dans le cadre du secteur social des collectivités territoriales (Public innovation and entrepreneurial logistics within the social sector of territorial authorities)*, registration in september 2019 within Lirsa Cnam, co-supervised with Anne-Françoise Bender, MCF Lise-Cnam.

5. Liz Awad, *La réception des politiques publiques en situation extrême, le cas de la politique éducative et de l'accueil des enfants réfugiés syriens au Liban (Reception of public politics in extreme situations, the case of the educational policy and the reception of Syrian children refugees in Lebanon)*, registration in September 2019 within Lirsa Cnam, co-supervised with Marie-Astrid Le Theule, MCF Lirsa-Cnam.

-**Co-direction de thèse (50%)**

1. avec Frédérique Déjean, Dauphine PSL Research university

Marc Uzan, *Comment une profession règlementée tente-t-elle d'étendre son terrain professionnel ? Le cas de la profession comptable et du conseil juridique (« How a regulated profession tries to expand its professional field ? The case of the accounting profession and legal advice »)*, registration in october 2014 at the Doctoral School Abbé Grégoire at Cnam. Withdrawal to this day.

- **Participation as suffragan to a thesis jury: 5**

1. Mohammed Barnia, *La création de valeur ajoutée socio-économique par l'audit interne, cas d'entreprises et d'organisations marocaines, (The Creation of Socio-Economical Additionnal Value by the Internal Audit, Cases of Moroccan Firms and Organisations)*, viva on the 11th of September 2015, Cnam

2. Xavier Parisot, *Influence des logiques d'innovation ouverte sur l'émergence des écosystèmes d'affaires dans les bio-industries françaises, (Influence of Open Innovation Logics on the Emergence of Affairs Ecosystems in French Bio-Industries)*, viva on the 6th of July 2015, Cnam

3. Fadia Bahri Korbi, *Spécificité de l'intégration des systèmes d'information dans les alliances stratégiques asymétriques, (Specificity of the Integration of Information Systems in Asymmetrical Strategic Alliances)*, viva on the 28th of January 2016, Université de Versailles St Quentin en Yvelines

4. Dorca Ahizi, *Performance des projets d'aide au développement en Côte d'Ivoire et proposition d'un outil standard d'évaluation de performance*, (*The Performance of Development Support Projects in Ivory Coast and Proposal for an Evaluation Standard Tool*), viva on the 2nd of April 2019, Cnam
5. Denis Teisseire, *Genèse instrumentale des technologies numériques dans les activités des préfets*, (*Instrumental Genesis of Digital Technologies in the Activities of Prefects*), viva on the 28th of June 2019, sciences de l'information et de la communication, Cnam

- Participation as Reporting Judge for a thesis jury: 7

1. Mickaela Angel, *Le tourisme médical au Maroc : enjeux et nouvelles compétences des professionnels de santé*, (*Medical Tourism in Morocco : Challenges and New Competences of Health Professionals*), viva on the 5th of December 2016, Université de Versailles St Quentin en Yvelines
2. Phuong An Nguyen Thi, *Les compétences en GRH des managers, le cas du secteur hôtelier de Genève*, (*Managers Competences Human Resources Management, the Case of the Geneva Hotel Sector*), viva on the 13th of March 2018, Université de Versailles St Quentin en Yvelines
3. Nesrine Tahrouni, *Repenser la relation entre les nouvelles carrières et l'engagement organisationnel* (*Rethinking the Relations Between New Careers and Organisational Engagement*), viva on the 21st of December 2018, Université Paris 2 Panthéon Assas
4. Fabio Saliba, *Conduite du changement dans des agences de communication au Brésil* (*Conducting of Change in Communication Agencies in Brasil*), viva on the 28th of January 2019, IAE of Lyon
5. Armanda Moreira, *Corporate Political Activity in the European Union*, viva on the 6th of September 2019, PSL Université Paris Dauphine
6. Marie Ghislaine Issandoumou Barro, *Lean Management et collectivités locales*, soutenance le 18 décembre 2019, Université de Pau.
7. Charles Bizien, *L'utilisation de nouveaux contrats public-privé, notamment dans le cadre des smart cities*, IAE de Paris (Université Paris 1), 30 janvier 2020.

- Participation as President for a thesis jury:

Imen Yacoub, *Les contradictions de la norme dans la maîtrise des risques bancaires* (*Contradictions of the Norm in the Control of Banking Risks*), viva on the 5th of December 2018, Cnam

- Participation as Reporting Judge for an habilitation to supervise: 1

Jérôme Couturier, *Stratégie en action : l'affordance au secours de la pratique stratégique*, soutenue le 30 novembre 2019, Université Paris 2 Panthéon Assas.

- Participation as Reporting Judge for a EDBA defense : 1

Yvan Topalovic, *Management et corruption, to pay or not to pay, that is the question*, soutenu le 6 février 2020, Université Paris Dauphine.

- Participation to thesis pre-viva :

1. Armanda Moreira, « Firms' non market strategies », Université Paris Dauphine, 2018
2. Charles Bizien, « L'utilisation de nouveaux contrats public-privé, notamment dans le cadre des smart cities » (« The Use of New Public-Private Contracts, Particularly Within the Framework of Smart Cities »), IAE de Paris (Université Paris 1), 2019

- Member of 5 thesis follow-up committees per year since 2017

For the Lirsa (Cnam) and École d'architecture de la Villette (ED Abbé Grégoire) PhD candidates

3. Research Activities and Responsibilities

Affiliate Research Laboratory

- Member of the Interdisciplinary Research Laboratory in Action Sciences (LIRSA, EA4603, Cnam)
- Associate member of the Research Laboratory in Administration Sciences Panthéon-Assas (LARGEPA, EA 3386, Université Paris 2)

Appraiser

- Periodicals : *European Management Journal* ; *Voluntas* ; *Revue interdisciplinaire sur le management (Interdisciplinary Review on Management)*, *Humanisme et Entreprise (Humanism and Firm)* ; *Politique et Management Publics (Public Politics and Management)* ; *Gestion et Management Public (Administration and Public Management)* ; *Revue Française de Gestion (The Administration French Review)* ; *Management International, Management & Avenir (International Management, Management and the Future)*
- Congresses : AIRMAP, AIMS, Euram et AOM.
- Expert for a research project within the framework of a funding appeal for PSL in 2016.
- **Research expert HCERES (Haut Conseil de l'Evaluation de la Recherche et de l'Enseignement Supérieur) : appraisal of the Litem laboratory, November 2018 ; appraisal of a new laboratory, to come in December 2019**

Responsibilities in the framework of associations and periodicals

- Scientific responsible and member of the board of the SFE (French Society of public policies evaluation), 2019.
- French ambassador for the MED (Management Education and Development) division of the Academy of Management, 2019
- Member of the editorial committee for the *Economie et société (Economy and Society)* periodical, 2018
- Member of the drafting committee for the *Gestion et Management Public (GMP) (Administration and Public Management)* since January 2012
- Membre of the Bureau (2012-2013) and executive board (since September 2010, reelected in 2016) of the Association Internationale de Recherche en Management Public (AIRMAP) (International Association for Public Management Research)
- Member of the jury for the AIRMAP PhD. thesis award since 2017
- Discussant at the doctoral workshops of the international symposium « Regards croisés sur les transformations de la gestion et des organisations publiques » (« Transversal Perspectives on the transformations of administration and public organisations ») (ADIMAP) and at AIRMAP, since 2015
- Member of the scientific committee for the *Politiques et Management Public (PMP) (Politics and Public Management)* periodical since December 2013

Organisation of scientific events (examples since 2012)

- Member of the scientific committee for « Artificial conference in management », Harvard University, 8th of August 2019
- Member of the scientific committee for the « Management et Psychiatrie » (« Management and Psychiatry ») conference, 16th of May 2019, Université de Versailles Saint Quentin en Yvelines
- Chair of a paper session « International Perspectives on Management Consulting, Theory and Practice », AOM, Chicago, August 2018

- Member of the scientific committee for the fifth colloquium of the Association and member of the jury for the PhD. thesis award of AIRMAP, 1st and 2nd of June 2017, Nice and 31st of May and 1st of June 2018, Biarritz
- Guest Chief Editor with Jean-Claude Ruano Borbalan for a special issue of *PMP* on « la fabrique des politiques publiques : une co-construction plurielle » (« The Making of Public Politics : a plural co-construction ») 2016-2017
- Member of the restricted scientific committee for the 8th international symposium « Regards croisés sur les transformations de la gestion et des organisations publiques » (« Transversal Perspectives on the transformations of administration and public organisations »), Paris, 23-25 February 2017
- Co-organiser with Jean-Claude Ruano Borbalan of a transdisciplinary research day at the Cnam, « La fabrique des politiques publiques » (« The Making of Public Politics »), 10th of December 2015
- Co-organiser of a thematic session AIMS (STAIMS) with Véronique Chanut, « Dire et faire du management stratégique dans les organisations publiques » (« To Say and Achieve Strategic Management in Public Organisations »), XXIVth international strategic management conference, 4th and 5th of June 2015, Paris
- Member of the scientific committee for the fourth colloquium of the AIRMAP association, 28th and 29th of May 2015, Lyon
- Moderator of the seminar « Regards croisés sur l'épistémologie en science de gestion » (« Transversal Perspectives on the epistemology of administration sciences »), organised by Laurent Cappelletti with Christopher Worley (USA), Henri Savall (Lyon 3), Murray Lindsay (Canada) and Robert Gephart (Canada), 10th of December 2014, Cnam
- Member of the scientific committee for the third colloquium of the AIRMAP association, 20th and 21st of May 2014, Aix en Provence
 - President of a Public Management workshop at the colloquium of the AGRH association, November 2013, Paris
- Co-organiser and member of the scientific committee for the first day of the thematic group AIMS on « Diplomatie stratégique » (« Strategic Diplomacies »), 28th of March 2013, Cnam, Paris
- Member of the organisation committee and of the scientific committee for the second colloquium of the AIRMAP association, December 2012, Université Panthéon Assas Paris 2
- Co-organiser with Yuri Biondi and Riccardo Mussari of a study day « Les transformations de l'action publique au prisme des réformes comptables et financières : regards croisés entre les expériences française et italienne » (« The Transformations of Public Action Through the Lens of Accounting and Financial Reforms : Transversal Perspectives between the French and Italian Experiences »), in collaboration with the periodical *Politiques et Management Public*, 4th of October 2012 at the Conseil supérieur de l'Ordre des experts comptables
- Coordinator of a young researcher project for an ANR funding (7 researchers over 36 months) « Les stratégies hors marché : enjeux sociétaux et politiques de l'entreprise, le cas de la profession du chiffre » (« Off-exchange Strategies : Social and Political Challenges of the Firm, the case of the Figure Profession »), proposed in January 2012, not selected in July 2012
- Co-host for the GRT « Intelligence économique et lobbying » (« Economical Intelligence and Lobbying ») of the AIRMAP since 2012
- Founding member of the thematic group AIMS on « Diplomatie stratégique » (« Strategic Diplomacies ») since June 2012