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Associate Professor

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BIOGRAPHY

Carolina Serrano-Archimi (Spain/Switzerland), MA in Philosophy, MBA, PhD in Management, HDR (accreditation to supervise research) is an Associate Professor of Organizational Behavior at Aix- Marseille Graduate School of Management- IAE. She has worked for 12 years in several companies internationally before joining academia over 20 years ago. Her major teaching domains are change management, leadership, intercultural management, process consulting practice, and coaching. Her research domain covers cynicism in organizations, trust repair processes, social exchange mechanisms between middle management and top management, and, currently, sexism at work, among other managerial behavior-related topics (JBE, JMS, EMJ...). She used to be the Academic Director of the MSc in Corporate Communication and Change Management, MBA, EMBA, EuroMBA and International Teachers Programme ITP. She is also a certified professional coach and a change consultant in organizations and is regularly involved in corporate executive training programmes, in cooperation with thecamp, HEC Paris, EFMD, and other international organizations and business schools.

Current institutional functions:

- Associate Professor, [Aix-Marseille Graduate School of Management- IAE](#)
- Research fellow of the [Research Centre CERAM EA 4225](#), Aix-Marseille Université
- Board Member of the ITP's ISBM Consortium ([International Schools of Business & Management](#))
- Gender Equality Officer for Aix-Marseille Université at IAE
- Disability and Inclusion Officer for Aix-Marseille Université at IAE
- Pedagogical Innovation Officer for Aix-Marseille Université at IAE

EDUCATION

Academic qualifications:

2019 **Accreditation to supervise research (French highest national degree)**

Title: "***The reciprocity of the employee in the hierarchical relationship. When trust is missing and cynicism takes its place***". Defended on December 6, 2019 at Lyon 3 University, France

Jury members:

Didier VINOT, Professor, Jean Moulin Lyon 3 University (guarantor)

Martine BRASSEUR, Professor, University of Paris 5 Paris-Descartes, France

Nathalie GUIBERT, Professor, University of Paris 2 Panthéon-Assas, France

Alain LACROUX, Professor, University of Hauts-de-France, France

Ewan OIRY, Professor, University of Quebec in Montreal, Canada

Marielle PAYAUD, Professor, Université Jean Moulin Lyon 3, France

2009 **PhD in Management Sciences, OB major**

Title: "**Instrumental cynicism: when managers perceive their leaders as cynical. Effect on their reactions at work exit, voice, loyalty, neglect, silence (EVLNS)**", defended in December 2009 at IAE Aix-Marseille, France

Jury members:

Maurice THEVENET, Professor, ESSEC, CNAM, Paris, France (supervisor)

Bruno HENRIET, Professor, IEMN IAE, University of Nantes, France

Karim MIGNONAC, Professor, IAE, University of Toulouse I, France

Davis ALIS, Professor, IGR-IAE, University of Rennes, France

Jean-Louis CHANDON, Professor, IAE Aix-Marseille University, France

Accessit thesis award ANDESE 2010 (French Association of PhD in Economics)

2005 **Master of Research in Management Sciences**, major OB/HR, minor Strategy, Aix-Marseille University

Master's thesis: "**The motivational dimension of professional coaches: a self-determination view of the coaching job**".

2002 **Master in Business Administration (MBA)** and **Master in Corporate Communication**, Aix-Marseille University

1993 **Master's degree in Philosophy**, University of Barcelona, Spain, major in Ancient Greek Philosophy

Further courses:

2019 Participation to the 15th Annual Global Business Ethics Symposium & Faculty Development Workshop "Business Ethics Teaching", Bentley University, Boston

2015 Participation to the workshop "On Doctoral Supervision", EDAMBA-EIASM Consortium, ESADE, Spain

2010 Participation to ITP "International Teachers Program", Kellogg School of Management, Chicago

2007 Participation to the CEFAG program, France

2006 Participation to the EDAMBA Research Summer Academy, France

Languages:

Regularly teaching in French, English and Spanish.

Research publications written in English and French.

Language	Read	Spoken	Written
FRENCH	x	x	x
ENGLISH	x	x	x
SPANISH	x	x	X
GERMAN	x	x	x
CATALAN	x	x	X

ACADEMIC ACTIVITIES

Teaching and pedagogical activities

Positions held :

- Since 2010: Associate Professor at IAE Aix-Marseille University
January-June 2008: Visiting Scholar at Olin School of Business, Washington University in St. Louis, Missouri
- Research stay
- Taught 2 courses in their MBA: Leading Change and Organizational Design
2003-2010: Assistant Professor at IAE Aix-Marseille University

Teaching areas:

1. *Leadership courses / strategic leadership, managerial leadership, international leadership:*

In French :

- Since 2016: Master in General Management, IAE Aix-Marseille (24h, 25 students)
Since 2015: Master in Services Management, IAE Aix-Marseille (12h, 35 students)
Since 2015: Elective M1, SciencesPo Aix (20h, 25 students)
2004 to 2008: 3rd year Entrepreneurship and Innovation course, Centrale Marseille (12h, 40 students)

In English :

- Since 2016: EuroMBA, IAE Aix-Marseille (6h, 60 students in CE)
Since 2003: MBA then EMBA, IAE Aix-Marseille (24h, 25 students in CE)
In 2016: Executive Master in General Management, GSOM, St. Petersburg, Russia
2004 to 2014: Master in Corporate Communication, IAE Aix-Marseille (12h, 35 students)

More broadly, responsibility for the leadership-management course of the executive programs of IAE Aix-Marseille

2. *Courses in Business Ethics and Corporate Social Responsibility:*

In English:

- Since 2016: EMBA

In French :

- Since 2020: M1

3. *Intercultural management and expatriation courses:*

In English:

- Since 2015: MBA, CFVG (Centre Franco-Vietnamese de Gestion), Vietnam (24h, 30 students in CE)
2007 to 2015: EMBA, IAE Aix-Marseille (12h, 25 students in CE)
2006 to 2010: Master in International Business, IAE Aix-Marseille (24h, 35 students)
2003 to 2005: 3rd year undergraduate, American exchange students, IAU, Institute for American Universities, Aix-en-Provence, France

4. *Team leadership and relational communication course:*

In French :

- Since 2017: Master General Management, IAE Aix-Marseille (12h, 25 students in CE)

In English:

- Since 2014: Master General Management for all students, IAE Aix-Marseille (12h, 80 students)
Since 2003: MBA then EMBA, IAE Aix-Marseille (12h, 25 students in CE)
2004 to 2014: Master in Corporate Communication, IAE Aix-Marseille (12h, 35 students)

5. *Change leadership course:*

In French :

Since 2016: HR School Certificate, SciencesPo Aix (4h, 10 students in CE)
2014 to 2019: Master in Information Systems Governance, IAE Aix-Marseille (12h, 30 students)
2003 to 2014: DESU Coaching, FEG Aix-Marseille (24h, 15 students in CE)
2009 to 2012: Master in Information Systems Security, HEG Geneva (8h, 15 students in CE)
2008 to 2012: HR Master, IAE Aix-Marseille (12h, 40 students)

In English :

Since 2003: MBA then EMBA, IAE Aix-Marseille (12h, 25 students in CE)
2015 to 2017: International EMBA, IIB, Kiev, Ukraine (18h, 10 students in CE)
2010 to 2016: Distance learning courses on LotusNotes platform (2010, 2012, 2014) and IBM Connections (2016), EuroMBA (7 weeks, 60 CE students)
2007 to 2009: IMMIT program, IAE Aix-Marseille (12 hours, 25 international students)
In 2008: Full-time MBA, Olin School of Business, Washington University in Saint Louis, Missouri (visiting faculty) (50h, 40 CE students)

6. Entrepreneurial leadership course :

In English :

2010 to 2020: EuroMBA residential week on Entrepreneurship
2018 to 2020: In the EMBA Business Project course

7. Course of Management consulting and systems thinking :

In English:

Since 2003: MBA then EMBA, IAE Aix-Marseille (24h, 25 students in FC)

8. Course on Inductive Teaching:

In English:

Since 2015: ITP (International Teachers Program) (3h, 30 management teachers)
2015: CEIBS Beijing
2016: CEIBS Shanghai
2017: IAE Aix-Marseille
2018: EADA Barcelona
2019 and 2020: London Business School, London then online
2021: Insead, online
2022: Insead, Fontainebleau
2023: Vlerick, Brussels & Ghent

9. Research-oriented courses (Master and Doctoral courses):

In English:

Since 2020: Teaching Lab: becoming a great teacher on top of a great researcher
The Gioia methodology in qualitative studies
Research design: the survey methodology
Introduction to the HRM research
Advanced HRM research
Action-research: process consulting

10. Other "classic" teaching practices :

- Methodological supervision of the "consulting projects" of the MBA and the Master in Corporate Communication, IAE Aix-Marseille, and of the EHRM programme (consortium led by Vlerick)
- Follow-up of end-of-year theses (in Master pro, Master research, MBA/EMBA)
- Follow-up of apprenticeship missions
- Follow-up of doctoral theses (see under "research activities")

11. Other "innovative" pedagogical approaches :

- **Flash consulting:** design and development of mini "flash" consulting sessions delivered to MBA partner companies by students (4 flash consulting per year).

- **Role-playing games**, followed by feedback, then debriefing, then joint theorising: creation and use of games that allow students to experience a situation in class, followed by a feedback exercise, then a debriefing followed by a co-construction towards abstraction with the students, so that they appropriate the conceptual models.
- **Teambuilding through the arts**: negotiation and implementation since 2003 of partnerships with cultural entities for group exercises that are out of the ordinary and force students to leave their comfort zone: Ballet Preljocaj for contemporary choreography sessions, CIAM (international circus of the arts in movement) for acrobatic and support exercises, and the Conservatoire Darius Milhaud for exchange sessions with the conductor.
- **Empowering leadership development**:
 - Teaching at the beginning of the year how to give and receive feedback, and coaching in the use of this tool once every two months among the MBA students
 - For group work, a grade is given to the deliverable, but students receive a number of points equal to the grade of the deliverable multiplied by the number of group members. They must then decide together in co-decision how to share the points according to the investment of each.
- **Pedagogical technology platforms** (LotusNotes, IBM Connections): teaching a distance learning course to 60 CE students living around the world, using new technologies (EuroMBA).
- **Educational content platform**: using the Crossknowledge platform to prepare students for the course in advance, beyond pre-course reading.
- **Webinars**: using the Webex platform, 4 online webinars with the EuroMBA participants, on Sundays at 3pm, a day and time that allows the maximum number of participants from all over the world to attend.
- **"Fidelio" technique**: a technique developed at HEC Paris, whereby groups of 4 students meet to deal with difficult situations at work following a protocol consisting of 3 stages: explanation of the situation to understand it well, reflection on the stakeholders-stakes matrix, then feedback from colleagues on what they would do themselves in the given situation.
- **Teaching Lab supervisor**: this is a pedagogical device deployed in the ITP program, whereby a teacher is in a fishbowl situation, he/she teaches for 20' in front of 6 to 8 peers, and then a 3-step feedback process starts: 1) his/her own feedback on the situation, 2) feedback on the situation from colleagues and 3) feedback from "supervisors". The aim is to make it clear that the feedback is not about the person, but about the 20' teaching situation.

12. ***Pedagogical design of residential weeks:***

Since 2010, pedagogical design of numerous executive education weeks:

- Executive MBA program: design and management of 12 residential weeks and coordination of the entrepreneurial business project
- EuroMBA program: bi-annual residential week on the theme of "Digital Entrepreneurship" including a course on Entrepreneurial Leadership and a week focused on the Business Project
- ITP Program (International Teachers Program): 2 residential weeks over the 2 years I am in charge of (2017 and 2018)
- Study Tours: Outgoing Study Tour (i.e. taking place abroad) for the EMBA and Incoming Study Tour (i.e. taking place in France) for the international partners (Bentley -Boston-, Università di Salerno and ESB Reutlingen currently, and Schulich Toronto, USPI Sao Paulo, IIB Ukraine and Suffolk Boston historically)

The pedagogical design of all these projects involves the reflection and identification of the following aspects:

- 1) I design the academic thread. If the theme is not in organisational behaviour or human resources issues, I will read the recent literature on the subject or seek advice from the relevant departments.
- 2) I identify the appropriate teaching team.
- 3) I coordinate the pedagogical team by organising meetings to harmonise the content, to remind them of the desired values and the expectations of the final project.
- 4) I write the pedagogical documents for the students to professionalise the residential week as much as possible.
- 5) I work in collaboration with the university partners in the case of Study Tours.

13. ***Distinction :***

Since 2015, Aix-Marseille University has set up an annual process to recognise pedagogical excellence. I was awarded this distinction in 2015, 2017, 2019, and 2022.

Publications and research activities

French National Accreditation to supervise research thesis (Habilitation à diriger des recherches):

1. Serrano Archimi, C. (2019), "Employee reciprocity in the hierarchical relationship. When trust is lacking and cynicism takes the place", defended on 6 December 2019 at the Université Jean Moulin Lyon 3

PhD thesis:

2. Serrano Archimi, C. (2009), "Instrumental cynicism: when managers perceive their leaders as cynical. Effect on their reactions at work exit, voice, loyalty, neglect, silence (EVLNS)", defended on December 5, 2009 at IAE Aix-Marseille Université

Articles in national and international peer-reviewed academic journals

3. Afshan, G., Serrano-Archimi, C., Riaz, A., Kashif, M., Khuhro, M. (2022). *It's not Justice if it's not for all. Cross-Level interaction of Interactional Justice Differentiation and Supervisory Justice on Psychological Safety & Conflict*, *International Journal of Conflict Management*, Vol. 33 No. 5, pp. 782-811. <https://doi.org/10.1108/IJCM-08-2021-0124>
4. Afshan G., Serrano-Archimi, C. and Akram, Z. (2022). *My LMX Standing with my Leader as compared to my Coworker: Conditional Indirect Effect of LMX Social Comparison*, *Leadership & Organization Development Journal*, Vol. 43 No. 2, pp. 238-260. <https://doi.org/10.1108/LODJ-08-2020-0371>
5. Afshan, G., Serrano-Archimi, C., Landry, G., Javed, U. (2021). *Am I Worthy to My Leader? Role of Leader-based Self-esteem and Social Comparison in the LMX-performance Relationship*. *Human Systems Management*. 2021: 1 – 16. [Doi.org/10.3233/HSM-211226](https://doi.org/10.3233/HSM-211226)
6. Afshan, G., & Serrano-Archimi, C. (2020). *My Supervisor Supports Me Better than the Past: Integration of Social and Temporal Comparison*. *Journal of Economic and Administrative Sciences*. doi.org/10.1108/JEAS-07-2020-0128 (Award finalist for the SYNTEC Conseil and FNEGE Academic Award for Management Research, category "Re-inventing Management", June 2021)
7. Afshan, G., Serrano-Archimi, C., & Lacroux, A. (2020). *Raising Voice: Effect of Psychological Contract Breach on Employee Voice through Organizational Cynicism*. *Human Systems Management*. Jan. 2021 : 857 – 869. doi.org/10.3233/HSM-201108
8. Serrano Archimi C., Reynaud E., Mahbbob Yasin H., Bhatti Z.A. (2018). *How perceived corporate social responsibility affects employee cynicism: the mediating role of organizational trust*. *Journal of Business Ethics*, Vol. 151 (4), pp 907-921: doi.org/10.1007/s10551-018-3882-6
9. Mignonac, K., Herrbach, O., Serrano Archimi, C., Manville, C. (2017), *Navigating Ambivalence: Perceived Organizational Prestige-Support Discrepancy and Its Relation to Employee Cynicism and Silence*. *Journal of Management Studies*, 55: 837-872: doi.org/10.1111/joms.12330 (Award finalist for the SYNTEC Conseil and FNEGE Academic Award for Management Research, category "Revisiting the relationship between business and society", September 2020).
10. Grover S., Hasel M., Manville C. & Serrano Archimi C. (2014), *Follower Reactions to Leader Trust Violations: A Grounded Theory of Violation Types, Likelihood of Recovery, and Recovery Process*. *European Management Journal*, Vol. 32, Issue 5, pp. 689-702: doi.org/10.1016/j.emj.2014.01.002 (Awards finalist for the SYNTEC Etudes & Conseil Academic Award for Management Research, category "Management/Human Resources/Organization", April 2015).
11. Poirel, C., Bonet Fernandez, D., Serrano Archimi, C. (2011). *Responsiveness in franchising: a resources and competencies view*. *Economies et Sociétés*, No. 13, 6/2011, pp. 957-986.
12. Serrano Archimi, C. (2011). *"Instrumental" cynicism in the organization: definition, measurement and consequences*. *Revue Vie & Sciences de l'Entreprise*, n° 187, p. 12-38: doi.org/10.3917/vse.187.0012
13. Serrano Archimi, C. and Brasseur, M. (2009). *Social audit and organizational change : the role of cynicism*. *Humanisme et Entreprise*, n°293, pp. 69-83 : doi.org/10.3917/hume.293.0069

Papers presented in national and international academic conferences:

14. Serrano-Archimi, C. & Afshan G. (2023). Are business schools leveraging the digital move of teaching after the Covid-19 period? 4th International Conference on Business & Management, Lahore, Pakistan, March.
15. Serrano-Archimi, C. & Afshan G. (2022). Are business schools leveraging the digital move of teaching after the Covid-19 period? OpenU Conference, Paris, October.
16. Zaheer, A. & Serrano-Archimi, C. (2022). Does community embeddedness mediate the relationship between family embeddedness in community and employee moving intentions? Testing gender as the boundary condition. ICBEEM Conference, Sukkur IBA, Pakistan, 21-23 October.
17. Masood, L. & Serrano-Archimi, C. (2021). Covid-19 Pandemic and Creative Work Behavior: The Role of Employees' Mindset and Knowledge Sharing. EIBA 2021 Conference Proceedings, Madrid, Spain, 10-12 December.
18. Abbas, Z. & Serrano-Archimi, C. (2021). Effect of Fear of Pandemic Infection on Employee Psychological Wellbeing. Academy of Management Proceedings, Vol. 2021, n°1, pp. 16510. Briarcliff Manor, NY 10510. Academy of Management Conference.
19. Serrano-Archimi, C. & Richebé, N. (2021). A processual view of sexism at work as a pathway to organizational cultural change. Twelfth International Symposium on Process Organization Studies, online, September 2021.
20. Vidal, R. & Serrano-Archimi, C. (2021). Cross-reading living and organisational legitimacies: a bet on the animistic future (Lecture croisée des légitimités du vivant et des légitimités organisationnelles: un pari sur l'avenir animiste). Colloque de l'Université d'Été sur la Légitimité Entrepreneuriale, section "Science et légitimité", Aix-en-Provence (online), July 2021.
21. Serrano-Archimi, C., Buisson, M.L. & Richebé, N. (2021). Diffusion of anti-sexist practices and the quest for organisational legitimacy (Diffusion des pratiques de lutte contre le sexisme et quête de légitimité organisationnelle). Colloque de l'Université d'Été sur la Légitimité Entrepreneuriale, section "Changements sociétaux et légitimité", Aix-en-Provence (online), July 2021.
22. Abbas, Z. & Serrano-Archimi, C. (2020). Does equity at work get employees on board? Testing the mediating effect of organisational job embeddedness between Organisational Justice and organisational citizenship behaviour. British Academy of Management Conference
23. Abbas, Z. & Serrano-Archimi, C. (2020). Do work embeddedness and family embeddedness in the community have varying effects on male and female turnover? British Academy of Management conference, awarded "highly commended paper".
24. Afshan, G., Serrano Archimi, C., (2018), "It's not justice if it's not for all: the role of interactional justice differentiation", Ireland International Conference on Education (IICE), Dublin, Ireland.
25. Afshan, G., Serrano Archimi, C., (2018), "I stand out with my leader as compared to my coworker: the role of leader member social comparison", British Academy of Management Conference, Bristol, UK.
26. Afshan, G., Serrano Archimi, C., (2018), "My Supervisor treats me better now: Role of Temporal Perceived Supervisor Support", 4th International Conference on Social and Human Sciences (SOCIOINT), Dubai, UAE.
27. Afshan, G., Serrano Archimi, C., (2017), "My LMX standing with my leader: Role of relational identification & LMX social comparison". Academy of Management Proceedings, Vol. 2017 (1) (AOM, Atlanta, August 4-8).
28. Afshan, G., Serrano Archimi, C., (2017), "Should I Count Past Treatment of My Supervisor or not? Role of Temporal Perceived Supervisor Support on Relative Perceived Supervisor Support-Employee voice link, 32nd EIASM Strategic HRM Workshop, Lucerne, Switzerland.
29. Arain, G. A., Afshan, G., Javed, U., & Serrano Archimi, C., (2017), "The Conditional Mediating Role of Leader-Based Self-esteem in the LMX-Performance Relationship." Academy of Management Proceedings, Vol 2017 (1) doi.org/10.5465/ambpp.2017.15864 (AOM, Atlanta).
30. Quratulain S., Karim Khan A., Manville C., Serrano Archimi C. (2015), "Impact of supervisor abuse intensity on employee attitudes: Testing the mitigating or exacerbating effects of subordinate power distance orientation." Academy of Management Proceedings, Vol. 2015 (1) doi.org/10.5465/ambpp.2015.151, Proceedings of the Best Paper of the 75th Annual Meeting of the Academy of Management (AOM, Vancouver).
31. Serrano-Archimi C., Reynaud E., Mahboob Yasin H., Ahmed Bhatti Z. (2015), "Organisational trust as a mediator of the relationship between perceived CSR and employee cynicism", EGOS, Athens.
32. Manville, C., Grover, S.L., Dupont, M.A., Serrano Archimi, C., Hasel, M. (2014), "The Roles of Apologies and Forgiveness in Regaining Lost Trust between Leaders and Followers", Paper accepted at the 28th ANZAM Conference, Sydney, Australia.
33. Ghantous N., Serrano-Archimi, C., Léo P.-Y. and Chameroy F. (2013), "Key Success Measures and Factors in International Franchising", 23rd RESER Conference, Aix-en-Provence, France.

34. Grover, S.L., Hasel, M., Manville, C., Serrano Archimi, C. (2012), "Maintaining Leader-Follower Relationships in the Aftermath of Trust Violations", Paper accepted at the AOM Conference, Boston.
35. Grover, S.L., Hasel, M., Manville, C., Serrano Archimi, C. (2011), "How Do Followers and Leaders Maintain the Leader-Follower Relationship in the Aftermath of Trust Violations?", Paper accepted at the 25th ANZAM Conference, Wellington, New Zealand.
36. Serrano Archimi, C. and Roques, O. (2009), "La perception du cynisme dans l'organisation: duplicité de rôle, stratégies d'ajustement et stress", 20th AGRH Congress, Toulouse, France.
37. Serrano Archimi, C. (2009), "Manager cynicism as an ambivalent response to perceived top management lack of integrity and competence", paper presented at the 6th International Critical Management Conference, Warwick, UK.
38. Serrano Archimi, C. and Basseur, M. (2009), "Audit social et changement organisationnel: le rôle du cynisme", IAS Congress "Audit social et renouvellement de la GRH", May, Sidi Fredj, Algeria.
39. Serrano Archimi, C. (2008), "Le cynisme comme vecteur d'apprentissage organisationnel", Communication for the Study and Research Day "Le rôle du tiers en gestion", Université Paris Descartes, CEDAG-gestion, France.
40. Serrano Archimi, C. (2006), "Le modèle philosophique de Schopenhauer appliqué à la communication relationnelle en management", Communication for the 3rd "Philosophie et Management" Congress on the theme "Représentation(s) et Volonté(s) en Management", IAE Lille, France.
41. Serrano Archimi, C. (2006), "Change(s) and transition: managerial implications", Communication for the Study and Meeting Day "Interpersonal relations in organisations: problem or resource? "IAE Aix-Marseille, CERGAM, France.

Book chapters

42. Serrano Archimi, C. (2015), "La culture d'entreprise", in E. Devienne (coord.), "Les fiches-outils du coaching", éd. Eyrolles
43. Serrano Archimi, C. (2015), " La rupture de confiance en coaching ", in E. Devienne (coord.), " Les fiches-outils du coaching ", éd. Eyrolles
44. Serrano Archimi, Carolina (2013), "Stress in times of change: the dual managerial and individual leverage to manage it", in A. Bugadaa and V. Renaux-Personnic (coord.). Le stress au travail, Presses Universitaires d'Aix-Marseille, p. 93-104 (in French)
45. Serrano Archimi, Carolina (2012), "La communication interpersonnelle au travail à travers les styles sociaux", in "Gestion des Ressources Humaines", coordinated by Moulette, P. and Roques, O., éd. Dunod
46. Serrano Archimi, Carolina (2010), "Instrumental cynicism. When managers perceive their leaders as cynical. Effect on their behaviour at work", Editions Universitaires Européennes/OmniScriptum
47. Dufour, L., Peretti, J.M., and Serrano Archimi, C. (2010), "Opportunités et opportunistes dans les organisations", in "L'opportunisme. Une approche pluridisciplinaire", coordinated by Banoun, A. and Dufour, L., éditions Hermès Science Publishing
48. Serrano Archimi, C. (2009), "How to adapt to diversity", in "Entreprise : mode d'emploi", ed. Larousse (in French)
49. Serrano Archimi, C. (2009), "Why is delegating so difficult?", in "Entreprise: mode d'emploi", ed. Larousse (in French)

Co-authored books

50. Fiol, M., de Valck, K., Serrano-Archimi, C. (2023) "Adult pedagogy in management science: managing teaching-learning situations". [under edition in English and Spanish]
51. Serrano Archimi, C., Fiol, M. "Trust at work" [in progress]

Professionally-oriented videos and articles :

52. Fiol, M., De-Valck, K., Serrano-Archimi, C. (2021). The Paradoxical Relationship of Management Teachers to Uncertainty. Global Focus The EFMD Business Magazine, Issue 3, Vol. 15, pp. 76-79
<https://www.globalfocusmagazine.com/the-paradoxical-relationship-of-management-teachers-to-uncertainty/>
53. Video Xerfi Canal-Fnege (2017), "Relations between top and middle management: the great misunderstanding", <https://www.youtube.com/watch?v=9GYNhoU-8w8> (in French)
54. Xerfi Canal-Fnege video (2017), "The consequences of top management cynicism", <https://www.youtube.com/watch?v=0RJidviWEd4> (in French)
55. Article in Executive Global magazine (2017), "Executives and Emotions: The Invisible Transition Journey"
56. Article in Executive Global (2015), "Building an Efficient Intercultural Team".
57. Article in Executive Global (2015), "From a Problem-focused to a Solution-focused Mindset".

58. Article in website Actuentreprise (2015), "Should a company be in a competition or a collaborative mode?", <http://www.actuentreprise.com/nos-articles/entreprise-en-mode-competition-ou-en-mode-collaboratif/> (in French)
59. Article in The European magazine, with Kleinschmit, N. (2014), "Apply the French Management Touch"
60. Article in The European magazine, with Kleinschmit, N. (2013), "Change Leadership: why would an Established Organisation need it?"

Research projects

- 2020+ Scientific development of a anti-sexism process label for companies with the cooperation of the corporate network of the international association BPW Business & Professional Women
- 2012-2015 Member of the ANR SHS1-0007-1 Program JCJC 2012 "TDLR - Trust development in leadership relationships" supported by the Centre of Management Research, Université Toulouse 1 Capitole, CRM - UMR 5303 CNRS
- 2010 Bonet, D., Chanut, O., Fulconis, F., Paché, G., Poirel, C., Serrano Archimi, C. (2010), "Capacités de réactivité des réseaux de franchise en contexte de crise", Research study for the French Franchise Federation, Paris, France

PhD theses supervision:

- **Jaehyeon EOM** (in her first year of thesis), « Dans quelle mesure la RSE influence la performance financière ? : le rôle médiateur de l'engagement des employés, l'innovation de la gestion et la diversité culturelle »
 - **Guillaume LAURIE** (in his second year of thesis), « Comment la décarbonation peut-elle devenir un atout stratégique et managérial pour les entrepreneurs ? »
 - **Sadia AFZAL**, (in her second year of thesis), "The Trickle-up Effect of Employees' Knowledge Sharing Behavior on Leaders' Innovative Behavior in Service Organizations: Conservation of Resource Theory Perspective"
 - **Abdelhafid BEN-KHALLOUK** (in his fourth year of thesis), ""Hybrid Work and Social Support: The Cases of France and Germany"
 - **Lina MASOOD** (in her fourth year of thesis), "Implicit person theory and innovative work behavior during the pandemic and beyond: exploring mediating and moderating mechanisms"
 - **Shakir SARDAR** (thesis defended in December 2022), " Organizational Communication and Employee's Deviant Behavior: Exploring Underlying Mechanisms and Contextual Factors in the Pakistani Manufacturing Industry"
- Jury: CELINE PASCUAL-ESPUNY, SAMUEL MERCIER, DIDIER VINOT, DELPHINE VAN HOOREBEKE, CAROLINA SERRANO-ARCHIMI
- **Zaheer ABBAS** (thesis defended in October 2021), "Is Job Embeddedness Good for Individuals and Organizations? A Conservation of Resources Theory Perspective"
- Jury: CLAUDIO VITARI, ALAIN LACROUX, CAROLINE MANVILLE, BROOKS C. HOLTOM, JOHN SABLINSKI, OLIVIER ROQUES, CAROLINA SERRANO-ARCHIMI
- **Gul AFSHAN** (thesis defended in July 2019), "It's not justice if it's not for all: the role of interactional justice differentiation", co-supervised with Professor Nicolas Aubert
- Jury: NATHALIE RICHEBE, GUYLAINE LANDRY, ALAIN LACROUX, NICOLAS AUBERT, CAROLINA SERRANO-ARCHIMI

Rapporteur and member of the jury of international theses

- May 2015 Shoab Ul-Haq, Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan. Thesis title (PhD): "The Role of Conflicting Logics in Shaping Individual Identities: A Case of Microfinance".
- October 2015 Nadya Shafeeq Abdulrahman H. Al Mannaee, College of Business and Economics UAE University, United Arab Emirates. Thesis title (DBA): "Determinants of perceived competency-based model effectiveness: reactions of developpees".
- April 2017 Archana Sing, College Department of Business Administration, Faculty of Management Studies & Research, Aligarh Muslim University, India. Thesis title (PhD): "Antecedents of turnover intention: a study of professionals in selected Indian organizations".
- April 2019 Silke Mischke, GEM Grenoble Ecole de Management, France. Thesis title (DBA): "The Impact of Key Competencies of Emotional Intelligence on building Affect-based Trust and Willingness to change in an Executive Coaching Relationship".
- March 2021 Muhammad Fahad Javaid, The University of Lahore, Lahore Business School, Pakistan. Thesis title (PhD): "The Multiple Pathways through which Unethical Leadership influences Employees' Crime of Obedience and Moral Voice: the Moderating Role of Employees' Moral Awareness".
- November 2021 Ameer Abdul Khalek, GEM Grenoble Ecole de Management, France. Thesis title (DBA): "The role of

emotional intelligence on leadership effectiveness and organizational citizenship behavior in NGOs: The case of Lebanon”

March 2023 Valérie Robert, GEM Grenoble Ecole de Management, France. Thesis title (DBA): “How to Create a Coaching Culture that Lasts. P&G as a case study”

Organisation of research conferences: AGRH 2017

- See Aubert, N. et al, "Editorial", @GRH 2017/2 (No. 23), pp. 9-12. doi.org/10.3917/grh.172.0009
- Active member of the organising committee of the 28th AGRH (French National HRM Academic Association) congress in Aix-en-Provence in 2017
- Member of the reviewing team
- Organisation and facilitation of professional round tables (available on youtube):
- Round table "Is the digitalisation of the company an opportunity or a threat?" : <https://youtu.be/t5ZZ6cCydQk> (in French)
- Round table "Alternative social negotiation": https://youtu.be/gcXh3e_Wm0I (in French)

Recruitment Committee member

Regular Regularly involved as member of the selection committee for positions for Associate Professors in Management Sciences in several Universities in France

Research Seminar Design

- 2020-2021 Design and delivery of the doctoral seminar "Teaching Lab: how to become a good professor on top of a good researcher" for CERGAM 3rd year doctoral students
- 2016-2021 Design and delivery of the doctoral seminar “HRM: epistemology and methodology” for the Research Centre of the CFVG (French-Vietnamese Centre for Management) in Vietnam
- 2013-2014 Design and delivery of the doctoral seminar "Writing a case study in management" for Professors and CERGAM PhD students

Reviewer

Regularly involved in the review of articles submitted in OB in different journals (M@n@gement journal, EJWOP, RIMHE)

IMPACTS & OTHERS

- Design of educational conferences designed and delivered to support the School visibility or to share research results with the corporate community:

Speeches and conferences	
Since May 2021, regularly	"Sexism at work: issues and proposals for transforming anti-sexist culture" BPW (Business & Professional Women) Network
Since 2014, regularly	"Mechanisms of trust violation and the process of trust restoration" Executive education and EMBA programs HEC Paris
Since 2018, regularly	"The conditions of collective intelligence" BPCE Geneva, Dematic, Envirobat
4/05/2017 Aix-en-Provence	"Whistle-blowing to the test of culture: does culture play a role?" ITER annual event "Ethical whistleblowing: Intercultural perspectives"
Spring 2016, 2015, 2014, 2013, Paris	"Europe in the Global World" Welcome conference for the EMBA group from Suffolk University in the framework of the Study Tour organised by IAE Aix-Marseille
26/04/2016 Aix-en-Provence	"Business & business ethics: when national and corporate culture collapse" Annual ITER event "The Challenge of Ethics & Diversity"
2/02/2016 Aix-en-Provence	"Managing interculturality" IAE Aix-Marseille Corporate Relations Service event with Connect RH
28/05/2015 Kiev	"The challenge of constant change: from facing it to managing it" MBA partnership event with IIB, Kiev, Ukraine

28/11/2014 Aix-en-Provence	"The new challenges of intercultural management in a complex world" Annual ITER event "The language factor in intercultural communication"
6/06/2014 Berlin	"The image of management boards and its impact on change success" MBA visibility event "Make change happen - How to deal with resistance"
29/11/2013 Aix-en-Provence	"Intercultural leadership: allowing creativity and innovation to arise" Annual ITER event "Intercultural Leadership and Innovation"
21/06/2013 Aix-en-Provence	"The mindset of innovation in change management: a major way to combat organizational laziness" Visibility MBA event "Laziness: the biggest challenge for organizations in Europe - How to stay hungry?"
25/03/2013 Aix-en-Provence	"The drivers of leadership" IAE AIX ALUMNI event "Leading a SME in rough seas..."
20/11/2012 Aix-en-Provence	"Managerial innovation: what does it mean?" Event IAE AIX ALUMNI "Innovation in all its forms: a remedy to the crisis?"
11/04/2012 Aix-en-Provence	"The emotional journey during the expatriation experience" Annual ITER event "The challenges of expatriation"
17/01/2012 Aix-en-Provence	"Stress in the context of organisational change: a look at resistance to change" Event organised by the Centre of Social Law of AMU "Stress at work: an interdisciplinary approach"
19/09/2011 Copenhagen	"Change resonance: its role in resisting change and how to overcome it" Event organised by the ACMP Association of Change Management Professionals, European Conference
12/05/2011 Aix-en-Provence	"What kind of change for sustainable results?" Evening organised by the Master of Corporate Communication
23/10/2009 Paris	"Beliefs and preconceived ideas about change management" Event Club Procom round table "Managerial communication: how to involve managers in change management".
9/04/2009 Aix-en-Provence	"The paradoxes of the entrepreneur and coaching" Workshop-debate of the DESU Coaching FEG AMU "Coaching, which benefits for SME managers?"
24/04/2008 Aix-en-Provence	"The Sociology of Coaching" ICF workshop-debate "Manager, guilty or responsible? Is coaching a creator of freedom?"
22/11/2007 Aix-en-Provence	"The notion of conflict: several perspectives" Conference IAE AIX ALUMNI "Thinking about conflict differently: the Chinese perspective of conflict"

Administrative activities

At IAE Aix-Marseille :

Overview in chronological order :

1	2004-2009	Director of the Master in Corporate Communication and Change Management
2	Since 2002	Research fellow of the research centre CERGAM EA 4225
	2009	PhD thesis defense
3	2009-2020	Director of the EuroMBA program in the consortium [<i>EuroMBA is a distance learning MBA with 6 residential weeks over 2 years. It is managed by a consortium composed of Kozminski University (Poland), HHL Leipzig (Germany), Maastricht University (Netherlands), EADA (Spain), Audencia (France), IAE Aix-Marseille (France).</i>]
4	2010-2020	MBA Program Director
5	Since 2013	Member of the Board
6	2012-2016	Member of the School Executive Committee

		Associate Dean for Accreditations and International & Corporate Relations
7	2012-2014	AMBA Project Manager 2014
8	2013-2015	EQUIS Project Manager 2015
9	Since 2016	Disability and Inclusion Officer for Aix-Marseille University
10	Since 2016	Academic Director of the EMBA program (Executive MBA)
11	2014-2018	Academic Director of the ITP (International Teachers Program), a program for training teachers in management sciences internationally. <i>[ITP is a program managed by a consortium composed of the following partners: HEC Paris, INSEAD, LBS, Stockholm School of Economics (Sweden), IMD Lausanne (Switzerland), SDA Bocconi (Italy), Northwestern University Kellogg (USA), Stern New York (USA), China-Europe International Business School (China), Indian School of Business (India), IAE Aix-Marseille, EFMD].</i>
	2019	Accreditation to supervise research defense
12	Since 2020	Pedagogical Innovation Officer for Aix-Marseille University
13	Since 2015	Reviewer of Equis mid-term reports

These administrative responsibilities are of two kinds:

- 1) Administrative responsibility for academic or pedagogical purposes
- 2) Administrative responsibility for institutional purposes

1) Administrative responsibility for academic or pedagogical purposes

The program management (ITP, Executive MBA, MBA, EuroMBA, Master's in Corporate Communication), i.e. responsibilities 1, 3, 4, 10 and 11, are for academic or pedagogical purposes. As these are expensive programs (€25,000 for the EMBA and €14,500 for ITP), the level of demand is very high from the MBA students and the professors who make ITP, so the quality of the programs must be at its highest level. And this is the responsibility of the program director.

These responsibilities are of three kinds:

1.a. Team management

I have a lot of team management work to do to manage and develop the programs I am in charge of, whether it is with the program manager, or the wider administrative team, or with teachers or students. Administrative meetings (steering committees with students, program committees with teachers, advisory boards with external bodies) require coordination, listening and the strength of conviction to stay on course.

1.b. Negotiation

In order to make the programs attractive, I negotiated numerous pedagogical partnerships for the different programs, both at international and local levels:

International negotiations:

- o *Suffolk University, Boston, USA and York University Schulich business school, York, Canada: our MBA students go on a one-week Study Tour to their home country every year around the requested topic of CSR and social enterprise.*
- o *Universidade Sao Paulo, Fundaçao Instituto d'Administraçao, Sao Paulo, Brazil: we have booked 4 flagship courses in the program for the month of January, allowing us to host several MBA students from their university in our MBA. Our EMBA's are in turn carrying out a Study Tour at home on the subject of intercultural management.*
- o *Politecnico Milano MIP, Milan, Italy: our MBA students go there once a year for a week for a course on Design in which they have expertise.*
- o *CFVG French-Vietnamese Centre for Management, Vietnam: a Study Tour has been designed and validated for the students.*
- o *For ITP, negotiations are taking place with professors to invite them to teach in this very demanding program, as teaching peers is complicated: you have to be convincing without being in a high position, but in all humility.*

Local negotiations:

- o *A partnership was signed in 2011 with the Pavillon Noir Ballet Preljocaj in Aix-en-Provence. A new experience was injected into the program: a creativity course is held on their premises through an experience of creation and*

transmission of contemporary choreography and a reflection on innovation in business. A similar experiment has been carried out since 20014 with the CIAM and the Conservatoire de musique.

- o A partnership with ITER-CEA has been in place since 2012. A think tank is held every year on the subject of interculturality and students (see list of conferences designed).*
- o A partnership was signed in 2013 with SATT-Sud Est, the technology transfer accelerator. As part of the MBA programs, students are required to produce a business plan. Students work in groups on a selection of projects supported by SATT.*

1.c. Involvement in marketing

MBA and ITP programs are not fulfilled without marketing them. Many external meetings are necessary (attendance at AMBA or EFMD MBA directors' meetings), many marketing events must be organised to attract prospects, such as this list of conferences listed below, for which I had to find an available speaker used to speaking in public with dynamism and interest, which took place between 2012 and 2015 in the evening:

- MBA event for the 10th anniversary, "What's at stake in Leadership, Strategy, Finance in today's world?"*
- The "number one" and "number two" relationship in Corporate Management*
- Lean & Innovation as a factor of Organizational Change*
- Managing Difficult People: the case of the poorly educated Y generation*
- Corporate Environmental Management and Export Competitiveness: the Chinese Experience*
- Creating an innovative organization, how to go about it?*
- Leadership & Stress Management*
- Self-trust and its regulating effect*
- Professional Equality F/M - Conference, workshop and solutions for an effective mix*
- Diversity and Innovation: Nicety or necessity for Business?*
- Design Thinking as an enabler to innovation*

Regular meetings with graduates of the programs are organised. The animation of social networks is also fundamental (I regularly feed the Facebook and LinkedIn pages). I also regularly respond to the press on issues related to the MBA programs.

2) Administrative responsibility for institutional purposes

Responsibilities 5, 6, 7, 8 and 9 are institutional. My involvement in governance bodies (Board, Executive Committee) and in the accreditation and international relations processes comes from my desire to support my institution.

These responsibilities are mainly influence-based. In the context of the re-accreditation process, it is necessary to mobilise all the colleagues. Numerous meetings were necessary, very often the same meetings repeated 2 or 3 times, in order to meet the greatest number of colleagues and explain the needs. In 2012 and 2013 I had set up "faculty days" which had allowed a participative approach of reflection on the perceived state of the IAE Aix-Marseille and its capacity to react to the changing environment. This momentum had created a sense of community that did not last forever...

For the part related to international relations, a work of influence is necessary so that each program director accepts to contribute to the development of a Study Tour and to accompany the students, and that he collaborates without putting himself in a high position with the administrative staff of the International Relations department. This also requires to be present and to calm down the interactions which rise in tension. I would add that a great deal of energy is deployed to alleviate, or try to alleviate, the stress linked to the complex organisation of the accreditation team's arrival on site and the tension generated by the stakes involved.

Finally, on a broader level, a buffer role is provided between management and staff, in order to keep interactions as smooth as possible. I have long developed a solution-oriented mentality that I am able to share.

In external representation at IAE Aix-Marseille (examples) :

2017-2018	Member of the working group on the managerial impact of management professors led by the FNEGE (French National Federation of Management) under the impulse of Maurice Thévenet and Michel Kalika
2015-2016	Participation in the Seminar on Managerial Innovation organised over 2 years by the Collège des Bernardins at a monthly meeting
Since 2016:	Member of the International Advisory Board of HHL Leipzig Graduate School of Management, Germany

Professional experience in companies/institutions

- Since 2007: **Speaker** on topics related to leadership, management, change management, emotions / Speaker in executive education programs on leadership development
- Since 2004: **Coach** for managers and leaders (Coach&Team training, Essentic certificate)
- Since 2002: **Consultant** in change management, leadership and communication in organisations, specialising in human aspects through a systems approach. Since 2015 I cooperate regularly for executive education programs with HEC Paris and since 2017 with thecamp in Aix-en-Provence.
- 2000-2001 Company Qualiope, Marseille (internet sector) (company no longer exists)
International development manager, in charge of opening five subsidiaries in Europe (UK, Italy, Germany, Netherlands and Spain)
- 1997-2000 Leroy Merlin, Lille (DIY sector)
International coordination manager, in charge of coordinating the purchasing negotiations of multi-country suppliers with the national product managers
- 1996 Spanish Embassy, Commercial Office, Prague Czech Republic
Consultant, in charge of advising Spanish companies wishing to develop their activity in the Czech Republic and/or Slovakia, and of organising meetings between Spanish companies and Czech and Slovak companies
- 1989-1995 Liven Company, Barcelona, Spain (food industry)
Export Manager Europe, in charge of developing the commercial activity in Western Europe for Liven's own brand products
