

ILSM  
Research  
Report

2014-  
2015



**LOUVAIN**

School of Management  
RESEARCH INSTITUTE

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## TABLE OF CONTENTS

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|                                                                                               |           |
|-----------------------------------------------------------------------------------------------|-----------|
| <b>INTRODUCTION.....</b>                                                                      | <b>5</b>  |
| <b>CHAPTER 1: RESEARCH ORGANIZATION AT THE LOUVAIN RESEARCH INSTITUTE IN MANAGEMENT .....</b> | <b>7</b>  |
| 1 Research Activities.....                                                                    | 9         |
| 2 Centres of Excellence .....                                                                 | 10        |
| 3 PhD Placement .....                                                                         | 14        |
| 4 Research Output.....                                                                        | 16        |
| <b>CHAPTER 2: DETAILED PRESENTATION OF THE CENTRES .....</b>                                  | <b>17</b> |
| 1 Centre in Management Information Systems (CEMIS) .....                                      | 19        |
| 2 Centre on Consumer Relations and Responsible Marketing (CERMA) .....                        | 29        |
| 3 Centre for Studies in Asset Management (CESAM) .....                                        | 35        |
| 4 Centre for Supply Chain Management (CESCM) .....                                            | 43        |
| 5 Centre for Research in Entrepreneurial Change and Innovative Strategies (CRECIS) .....      | 53        |
| <b>APPENDICES .....</b>                                                                       | <b>69</b> |
| 1 Publication list .....                                                                      | 71        |
| 2 Journal Ranking .....                                                                       | 99        |



# Introduction

The Louvain School of Management Research Institute (ILSM) is devoted to theoretical and applied, empirical and experimental studies of management in private and public organizations, including but not limited to research on internal and external functional management processes that are present in all enterprises and organizations.

Since management is characterized by multiple facets, dynamics and interdependence with resource, process and product development, the science of management requires multiple approaches in terms of functional orientation, research methodology and focus.

ILSM develops its activities on two campuses: Louvain-la-Neuve and Mons. It is located at the centre of Europe, close to the EU institutions and to the headquarters of major international companies. Moreover, the Institute benefits from an excellent environment for collaborations as it is part of a comprehensive University offering opportunities for joint research with other disciplines such as economics, sociology, mathematics, psychology or law.

This report covers research activities for 2014 and 2015. In this period, our five Centres of Excellence published 138 papers among which 92 in internal refereed journals that are unanimously acknowledged on the international scene to be the best in their fields and presented 132 papers in high level conferences.

This report is structured along the activities of our five centres of excellence (i.e. Centre for Supply Chain Management, Centre for Studies in Asset Management, Centre for Research in Entrepreneurial Change and Innovative Strategies, Centre for Consumer Relations and Responsible Marketing, and the Centre for Management Information Systems) and is organized as follows. Chapter 1 gives an overview of the research organization of the Louvain Research Institute in Management and chapter 2 provides a general description of the various centres of excellence and details about their research activities over this period. Finally, the publications are listed in appendix 1 and the journal ranking is supplied in appendix 2.



# Chapter 1: Research Organization at the Louvain School of Management Research Institute



This chapter describes the institute's intense research and development activities in terms of their management, their output and impact. The activities are organized around the five centres of excellence:

- The Centre for Supply Chain management (CeSCM)
- The Centre for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)
- The Centre for Studies in Asset Management (CESAM)
- The Centre for Consumer Relations and Responsible Marketing (CERMA, previously CCMS)
- The Centre for Management Information Systems (CEMIS previously PRISME)

## 1 RESEARCH ACTIVITIES

We seek as a priority to develop management science and knowledge through fundamental and applied research, in close collaboration with companies and with other internationally renowned research centres.

### 1.1 RESEARCH STRATEGY AND POLICY

ILSM is dedicated to theoretical and applied, empirical and experimental studies on the management of private and public organizations, including but not limited to research on the internal and external functional management processes that are present in all enterprises and organizations. To address the multi-faceted management questions of societal and economic relevance, the scope of our research also encompasses economics, information systems, operations, psychology and sociology.

The results of our research should benefit society at all levels. Moreover *maintaining an outstanding research environment is a fundamental pillar of ILSM's attractiveness for international faculty.*

Our research activities revolve around **Centres of Excellence** (CEs), each of which coordinates and leverages ILSM's assets in a specific field of management across teaching, research and service.

**Table 1. Focus and Staff Size of ILSM's Centres of Excellence as of 2014/15**

| Centres of Excellence                | CESCM                   | CRECIS                       | CeSAM                     | CERMA                          | CEMIS                          | Total       |
|--------------------------------------|-------------------------|------------------------------|---------------------------|--------------------------------|--------------------------------|-------------|
| Area of focus                        | Supply Chain Management | Strategy: Change, Innovation | Finance: Asset Management | Marketing and Consumer Welfare | Management Information Systems |             |
| Core faculty                         | 5                       | 13                           | 9                         | 8                              | 4                              | 39          |
| Researchers and teaching assistants  | 8                       | 26                           | 9                         | 8                              | 18                             | 69          |
| <b>TOTAL ILSM Staff</b>              | <b>13</b>               | <b>39</b>                    | <b>18</b>                 | <b>16</b>                      | <b>22</b>                      | <b>108</b>  |
| Senior researchers                   | 8                       | 0                            | 5                         | 1                              | 0                              | 14          |
| Jr researchers, other PhD students   | 4                       | 8                            | 4                         | 10,5                           | 2                              | 28,5        |
| Associate researchers and professors | 7                       | 33                           | 4                         | 1                              | 11                             | 56          |
| <b>TOTAL OTHER STAFF</b>             | <b>19</b>               | <b>41</b>                    | <b>13</b>                 | <b>12,5</b>                    | <b>13</b>                      | <b>98,5</b> |

Our research strategy is thus to stress ILSM's areas of distinctive expertise and develop specialized centres on the national and international scenes as outstanding sources of relevant competence in their field, from both an academic and a corporate point of view. In this context we seek:

- (1) **to promote policy-relevant R&D** above all through highly-ranked scientific publications, peer-reviewed conferences and doctoral theses at an international level;
- (2) **to create new R&D potential** through the work of our CEs, through a high-level doctoral programme and other contributions to training young researchers, and through the organization of scientific seminars, conferences and workshops; and
- (3) **long-term academic and corporate research partnerships** that ensure policy relevance while increasing institutional visibility, the attractiveness of our doctoral programme and placement opportunities for alumni, and access to funding, especially through international Chairs.

We mainly engage in two types of research activities: **fundamental research** which aims to establish and diffuse new basic scientific knowledge and support our teaching activities; **applied research** which assesses questions formulated as hypotheses using experimental protocols and/or applies fundamental knowledge in real-world situations.

## 1.2 ORGANISATION OF RESEARCH

R&D is monitored not only at the individual level, but also for each Centre of Excellence. We track staffing, R&D activities, obtained funding, research output, collaboration metrics (activities with other research institutes at UCL and worldwide, projects, consulting) and research promotion in relation to the Doctoral School (scientific seminars, invited speakers, methodology activities, etc.).

## 1.3 RESEARCH POTENTIAL

Table 1 above shows that a total of more than 200 persons conduct research at ILSM, of whom 108 are academic staff and the remainder are associate researchers.

Table 2 shows that in 2014 the Centres of Excellence raised a total of **€ 3.34 million** of funds raised through research and corporate projects as well as fundraising.

| Centre of Excellence | Research/<br>corporate projects | Fundraising | Total     |
|----------------------|---------------------------------|-------------|-----------|
| CEMIS                | 532,518                         | 7,140       | 539,658   |
| CCMS                 | 154,951                         | 11,093      | 166,044   |
| CESAM                | 274,207                         | 152,886     | 427,093   |
| CESCM                | 766,981                         | 123,119     | 890,100   |
| CRECIS               | 183,720                         | 252,565     | 436,285   |
| Other                | 858,012                         | 23,865      | 881,877   |
| TOTAL                | 2,770,389                       | 570,668     | 3,341,057 |

## 2 CENTRES OF EXCELLENCE

Understanding ILSM's research organization and potential demands a more detailed look at the Centres of Excellence which are largely autonomous in managing their own research agendas and processes, external academic and corporate ties, doctoral courses and executive education programmes.

## 2.1 CENTRE FOR SUPPLY CHAIN MANAGEMENT (CESCM)

CESCM is a research centre of ILSM and IMMAQ. It is dedicated to research, development and advanced teaching in supply chain management understood broadly to cover all aspects of transport, production, logistics and supplier relations. Activities combine economics, operations management, management science and industrial organization in a systematic attempt to understand, model and support multi-level organizational behaviour.

In ***fundamental research***, the CESCM conducts joint activities and exchanges with schools or institutes at 20 other top universities in North America, Europe and Asia. It is a member or partner of the global APICS Supply Chain Council, ABCAL (Association belge francophone des Cadres d'Achat, de Logistique et de Supply Chain) and other organizations.

Examples of CESCM publications:

J. Comas-Marti, J.S. Tancrez, R.W. Seifert (2015), "Carbon footprint and responsiveness trade-offs in supply chain network design", *International Journal of Production Economics*.

M.C. Schleper, C. Blome and D.A. Wuttke (2015), "The dark side of buyer power: Supplier exploitation and the role of ethical climates", *Journal of Business Ethics*, 1-18.

A. Paulraj, I.J. Chen and C. Blome (2015), "Motives and performance outcomes of sustainable supply chain management practices: A multi-theoretical perspective", *Journal of Business Ethics*, 1-20.

P. Chevalier and A. Lamas (2014), "Revenue management for operations with urgent orders", *European Journal of Operational Research*.

## 2.2 CENTRE FOR RESEARCH IN ENTREPRENEURIAL CHANGE AND INNOVATION STRATEGIES (CRECIS)

CRECIS, with 15 faculty members and 33 associate faculty, studies the ability of company strategy in Europe to generate innovation, manage change and translated that into long lasting competitive advantages. It collaborates with several other UCL research centres as well as schools and institutes in France, Canada, the U.S and elsewhere.

Examples of events organized or co-organized by CRECIS:

- **Georges Doriot Days on Entrepreneurship and Society:** 60 international scholars met in Morocco in 2014 under the chairmanship of Prof. Janssen. In 2016 this biennial workshop will be held at our Mons site.
- **International scientific meeting on the issue of learning after crisis:** Within the ARC research project on "organizational regulation of societal risks" co-supervised by Prof. L. Taskin, 17 scholars met at our Mons site in June 2015 to work on a forthcoming book.
- **Research seminars:** CRECIS regularly invites foreign professors to give doctoral courses and take part in monthly research and doctoral seminars.

Examples of CRECIS publications:

G. Bascle (2016), "Toward a Dynamic Theory of Intermediate Conformity", *Journal of Management Studies*, 53(2): 131-160. DOI: 10.1111/joms.12155.

A. Fayolle and B. Gailly (2015), "The Impact of Entrepreneurship Education on Entrepreneurial Attitudes and Intention: Hysteresis and Persistence", *Journal of Small Business Management*. 53(1), pp. 75-93. DOI: 10.1111/jsbm.12065

Delobbe, N., Cooper-Thomas, .D. and De Hoe, R. (2015), A new look at the psychological contract during organizational socialization: the role of newcomers's pre-entry obligation, *Journal of Organizational Behaviour*, doi:10.1002/job.2078

A Jacquemin and F. Janssen (2015), Studying regulation as a source of opportunity rather than as a constraint for entrepreneurs: conceptual map and research propositions", *Environment and Planning C: Government and Policy*, 33, 4, 846-862

Sewell, G. and Taskin L. (2015) Out of sight, out of mind in a new world of work? Autonomy, control and spatiotemporal scaling in telework, *Organization Studies*, 36(11), 1507-1529

### 2.3 CENTRE FOR STUDIES IN ASSET MANAGEMENT (CESAM)

CESAM, 15 core faculty members, investigates the theory and practice of the management of financial and real assets. It actively collaborates, among others, with CORE and IMMAQ at UCL and the Finance Group at KULeuven.

In 2012-15, the centre has experienced exceptional growth in terms of events and research projects. This has allowed the creation of a **leading seminar series in finance** (with Nobel Prize winner Lars Peter Hansen among the speakers), strong ties with the Society of Financial Econometrics (SoFiE, founded by Nobel Laureate Robert Engle and Eric Ghysels), and **active work with international institutions** such as the National Bank of Belgium, Banque de France and the European Central Bank.

In October 2015, the Paris-based Europlace Institute of Finance (Louis Bachelier Institute) approved €10,000 of funding for a research project on liquidity and high-frequency trading which Prof. Mikael Petitjean of CESAM submitted with Prof. Carole Gresse (Paris Dauphine) and Prof. Paolo Mazza (IESEG). CESAM affiliates regularly present their research at international conferences and publish in prestigious journals. Prof. Petitjean is on the editorial committees of *Regards économiques*, *Revue bancaire et financière*, and the *Journal of Financial Regulation and Compliance* (JFRC); he is associate editor of the *Journal of Banking and Finance*.

Events (co)organized by CESAM include:

- Belgian Research Financial Forum. Keynote: B. Lambrecht, Cambridge Judge. May 2014.
- "Taxation of multinational companies and cross border savings". Speakers: researchers and practitioners from Germany, Austria, Luxembourg, Switzerland, The Netherlands and Belgium, and senior officials from the OECD and European Commission. September 2015.
- Belgian Research Financial Forum. Keynote: John Campbell, Harvard. May 2016.

Regular or recurring CESAM events:

- Twice yearly **3L Finance Workshop**, with KU Leuven and SKEMA Business School.
- ILSM, through CESAM, co-organizes the **SoFiE Financial Econometrics Schools** – annual week-long research-based courses for Ph.D. students and new faculty. The latest editions were held at Oxford University, Harvard University and the National Bank of Belgium.
- **CEMS PhD courses** and PhD trainings with invited international academic authorities.

Examples of CESAM publications:

L. Iania (2014), "A macro-financial analysis of the euro area sovereign bond market", *Journal of Banking and Finance*.

R. Lenz, G. Sarens and K. D'Silva (2014), "Probing the discriminatory power of characteristics of Internal Audit Functions: Sorting the wheat from the chaff", *International Journal of Auditing*, 18(2):126-138.

## 2.4 CENTRE FOR CONSUMER RELATIONS AND RESPONSIBLE MARKETING (CERMA)

CERMA, with 10 core faculty members studies marketing effectiveness and the welfare of consumers, with particular focus on children, teens, and virtual communities as well as on service and leisure industries.

CERMA organizes *monthly research seminars* for its PhD students in which well-known international professors share their latest research. In 2014, guest professors came from Michigan University and Old Dominion University (USA), EDHEC and Univ. of Montpellier (France), Rhur University (Germany), and University of South Australia (Australia). Members of CERMA deliver regular doctoral courses and organize annual Doctoral Days.

Prof. I. Poncin of CERMA was elected as a **board member of the Association française du Marketing (AFM)** in May 2014 for a 2-year term. She was also named project officer in charge of AFM's in-depth workshops.

Examples of CERMA publications:

C. Ducarroz, Sha Yang and E. Greenleaf (2016 forthcoming), "Understanding the Impact of In-Process Promotional Messages: An Application to Online Auctions", *Journal of Marketing* (March).

A. El Akremi, J.P. Gond, V. Swaen, K. De Roeck and J. Igalens (2015), "How Do Employees Perceive Corporate Responsibility? Development and Validation of a Multidimensional Corporate Stakeholder Responsibility Scale", *Journal of Management*, (to be published). DOI = 10.1177/0149206315569311

Kervyn de Meerendré, Nicolas; Chan, Emily; Malone, Chris; Korpusik, Adam; Ybarra, Oscar. *Not All Disasters are Equal in the Public's Eye: The Negativity Effect on Warmth in Brand Perception*. In: *Social Cognition*, Vol. 32, no.3, p. 256-275 (2014). doi:10.1521/soco.2014.32.3.256 . <http://hdl.handle.net/2078.1/144148>

## 2.5 CENTRE OF EXCELLENCE IN MANAGEMENT INFORMATION SYSTEMS (CEMIS)

CEMIS studies all aspects of organisational information systems, including IT services and e-business. Research combines both the managerial and the engineering perspectives. Such a cross-disciplinary approach is essential in a field where focus on a single side has long led to myopic research results that neglect either the organisational needs or the technological constraints.

The Centre has 4 core faculty members, 18 teaching and research assistants, and 13 associate faculty and researchers. Collaborators include universities and research centres around the world. CEMIS researchers more often publish papers in peer-reviewed international conferences than journal articles as in this field many conferences are more prestigious and selective than journals.

CEMIS is an academic partner and member of the steering committee in ARUM, a €14 million FP7 research project involving companies such as EADS, Airbus, and Thales, and academic institutions including University of Manchester, University of Cologne and University of Hagen. The project aims to improve planning and control systems for the manufacturing of complex, small-lot products such as aircraft, aircraft interiors and ships.

Other accepted/ongoing research projects for 2013-2016 involving CEMIS have total funding of more than €2.5 million. Topics include sentiment analysis and deep learning, scalable machine learning, interoperability of medical data, display advertising, and the analysis of informal information sources to support the management of knowledge, skills and people in an organization.

CEMIS received the ITEA Excellence Award in 2013 for UsiXML (USer Interface eXtensible Markup Language) – a new powerful mark-up language for the engineering of context-responsive graphical and multimodal user interfaces. ITEA is the EU-funded cluster programme which promotes innovative, industry-driven, pre-competitive R&D projects in the area of software-intensive systems.

Foreign academics invited by CEMIS have included Prof. Julia Hirschberg from Columbia University (USA) in 2015 and Prof. Masashi Shimbo from the Nara Institute of Technology (Japan) in 2014.

Examples of CEMIS publications:

M. Senelle, S. Garcia Diez, A. Mantrach, M. Shimbo, M. Saerens and F. Fouss (2014), “The Sum-over-Forests density index: identifying dense regions in a graph”, IEEE Transactions on Pattern Analysis and Machine Intelligence.

Gallud, Jose A. ; Lozano, MarÃa D. ; Vanderdonckt, Jean. *Distributed user interfaces: Usability and collaboration*. In: *International Journal of Human-Computer Studies*, Vol. 72, no.1, p. 44 (2014). doi:10.1016/j.ijhcs.2013.10.006. <http://hdl.handle.net/2078/150588>

### 3 PHD PLACEMENT

Until 2011, the Belgian state awarded specific prestigious PhD fellowships through the Intercollegiate Centre for Management science (ICM) on a competitive basis. Unfortunately the programme was cut due to budget restrictions, which has had a negative impact on the financing of PhD students and cohort size. Still, the fact that 90% of the fellowships awarded in French-speaking Belgium were given to ILSM is indicative of the quality of our PhD students – something also confirmed by excellent placement of our PhD alumni.

Figure 9. Placement of PhDs 1999-2015

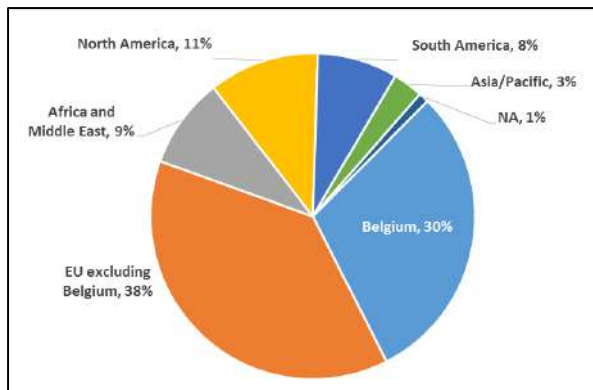
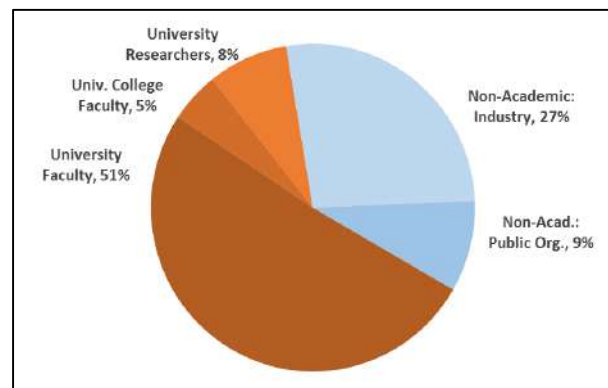


Figure 10. Current Location ILSM PhDs 1999-2015



Roughly 2/3 of PhDs from the ILSM doctoral programme enter academic positions and 1/3 work in industry and public organizations outside higher education. That is true for the 2011-15 and also longer term (see Figure 9).

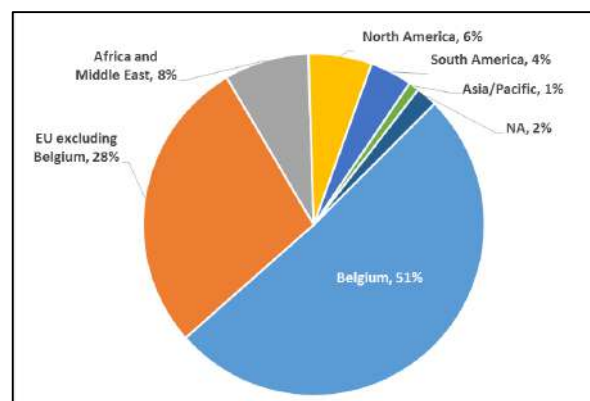
ILSM's doctoral programme is successfully preparing participants for *international academic careers*. Figure 10 shows that half of those who earned PhDs at ILSM in 1999-2015 now work outside of Belgium. Among our recent PhDs (2011-15), more than two-thirds of those in academia are abroad (see Figure 11).

The Doctoral School supports such outcomes by using English as the language for courses, working papers and theses, and by requiring foreign members in all doctoral thesis juries.

Some recent PhD placements:

- Dr. Flore BRIDOUX, Associate Professor in Strategy, University of Amsterdam, PhD ILSM 2007. Published in *Academy of Management Journal*, *Strategic Management Journal*, Best Empirical Paper Award 2013, Best Reviewer AIMS 2012, Best Conference Paper SMS 2008.

Figure 11. Placement Location LSM PhDs 2011-2015



- Dr. François MAON, Associate Professor in strategy, IESEG, France, PhD ILSM 2010. Nominated for best paper on CSR at Academy of Management AM 2014, published 15 papers 2009-2013 in journals such as *Supply Chain Management*, *Journal of Business Ethics*, *European Management Review*, *California Management Review* and others.
- Dr. Sophie BACQ, Assistant Professor in Entrepreneurship & Innovation, Northeastern University, USA, PhD ILSM 2012. Published 14 papers in 2010-15 in journals such as *Journal of Business Ethics*, *California Management Review*, *Journal of Social Entrepreneurship*, and the most read paper in *Entrepreneurship & Regional Development*.

- Dr. Thomas LAMBERT, Assistant Professor in Finance, Rotterdam School of Management, NL, PhD ILSM 2015. Published a seminal paper on crowdfunding in the *Journal of Business Venturing* from his thesis in 2014, cited 511 times as of January 2016.
- Dr. Jean-Yves FILBIEN, Associate Professor in Finance, UQAM, Canada, PhD ILSM 2010. Publications in *Journal of Corporate Finance*, *Economics Letters*.

The Doctoral School requires PhD students to publish regularly and prepare their integration through research seminars given in the Centres of Excellence. As a result, PhD graduates tend to be productive and innovative in their institutions, sharing their insights freely with colleagues.

## 4 RESEARCH OUTPUT

The global research output of ILSM's core faculty in terms of publications over the period 2014-2015 is presented in Table 3. The School's journal classification system (see annex 1) includes ranks of A, B, C, D and E.

**ILSM Working Papers** convey preliminary results of research that is ongoing at the School. Working Papers are published to stimulate discussion, advance the diffusion of knowledge and safeguard the intellectual property of our researchers. Before publication, each goes through an internal peer-review process. In 2014-2015, a total of 34 papers appeared in the series.

**Table 3. Research Output of ILSM Core Faculty in 2014-2015**

| Type of publication         | 2014 | 2015 | Total      |
|-----------------------------|------|------|------------|
| Journals                    | 74   | 64   | 138        |
| Conferences                 | 85   | 47   | 132        |
| Books and book chapters     | 35   | 22   | 57         |
| Theses                      | 12   | 5    | 17         |
| <b>Total for the period</b> |      |      | <b>344</b> |

## Chapter 2: Detailed Presentation of the Centres



# 1 CENTRE IN MANAGEMENT INFORMATION SYSTEMS (CEMIS)

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## 1.1 PRESENTATION

*Aims and goals.* The Centre in Management Information Systems (CEMIS) has the ambition to cover the development and valorisation of competences related to the criticism and setup of strategies, methodologies, processes and systems in Information Systems and Services Management. This Centre falls under the prospect of integrating transversally these competences to cover the stages, ethical and critical aspects of analysing and realizing the disciplines considered under the terms Information Technology (IT) and E-Business.

*Fundamental and applied research.* CEMIS is devoted to the continuous development of high-level competencies and expertise in the engineering and management of information systems. For this purpose, the Centre implements a research policy favouring academic excellence and recognition through publications in top-ranking conferences and journals. CEMIS focuses its research effort on service engineering, an emerging area in information systems that is investigated by leading IT companies (e.g., IBM, HP). CEMIS is member of the FP7 Human, FP7 Selfman, and FP7 Serenoa front-end of web services and is involved in several research projects at multiple levels that benefit from significant funding. Those include:

- The scientific coordination of Human-Computer Interaction (HCI) activities in the FP6 SIMILAR network of excellence (6.5 M€), for which UCL was the project coordinator and the School the coordinator of CEMIS-related activities.
- The scientific coordination of the European UsiXML (User Interface eXtensible Markup Language) project gathering 22 organizations (small and medium enterprises, large companies, research centres, and universities) from 7 European countries (i.e., Belgium, France, Germany, Greece, Portugal, Romania, and Spain). The total budget for this project for all countries sums up to 22 M€ (of which 2,2 M€ are for the Belgian part) for covering more than 120 people over 4 years in order to establish an international W3C standard for user interfaces for the Web. It successfully attracted a pool of more than 70 organizations worldwide in the UsiXML End User Club<sup>1</sup>.
- A major investigation in the “Stratego” project, with the IRIS firm, in the FEDER eHealth project on information systems for HealthCare and in a Virtuoso project on information systems in mechatronics.
- A 400 k€ development of a “Service-Oriented Platform for Product Life Cycle Management Integration”.

CEMIS encourages applied research projects and educational partnerships with the corporate world (e.g., with SAP, IBM, Microsoft). The expertise of its members allows the study of organizational information systems both from a managerial perspective and from an engineering perspective. Its R&D projects involve small (e.g., Defimedia), medium (e.g., Iris), or large enterprises (e.g., IBA), at the regional (e.g., Babelway), national (e.g., Barco), European (e.g., Thalès), and international levels (e.g., IBM).

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<sup>1</sup> Source: [www.usixml.org](http://www.usixml.org), [www.usixml.eu](http://www.usixml.eu)

*Practice-oriented innovation activities.* CEMIS is actively involved in several pedagogical disposals in information systems, such as Eltesprom (see above), the iCampus platform (see Chapter 2), the UsiCentral repository of web services based on UsiXML. CEMIS also co-created Polymedis, a UCL Spin-off in healthcare information systems and has completed Vitality and ErgoFace, two Spin-off projects funded by the regional government (for 400 k€). CEMIS has also completed 5 First Enterprises projects on innovative products and services in information systems with SMEs (e.g., Babelway, Denali).

## 1.2 MEMBERS

| Full faculty                                                                                    | Scientific members                                                                                                                                                                                                                                                                                                                                                                                                            | Associate members                                                                                                                                                                                            |
|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>François Fouss</i><br><i>Manuel Kolp</i><br><i>Marco Saerens</i><br><i>Jean Vanderdonckt</i> | Pascal Beaujeant<br>François Beuvs<br>Ugo Braga Sangiorgi<br>Sophie Dupuis<br>Pascal Francq<br>Vivian Genaro Motti<br>Haidar Hassan<br>Samedi Heng<br>Iyad Khaddam<br>Sodansey Kiv<br>Nelson Lamas Vilches<br>Bertrand Lebichot<br>Philippe Lehert<br>Jérémie Melchior<br>Nesrine Mezhoudi<br>Thanh-Diane Nguyen<br>Oscar Sanchez Ramon<br>Mathieu Senelle<br>Felix Sommers<br>Sascha Van Cauwelaert<br>Virginie Vandenbulcke | Sandrine Brognaux<br>Adrien Coyette<br>Stépane Faulkner<br>Silvia Garcia-Diez<br>Juan Gonzalez Calleros<br>Ilkka Kivimaki<br>Kiv Sodany<br>Javier Martinez<br>Efrem Mbaki<br>Ai Vi Tran Thi<br>Yves Wautelet |

## 1.3 DOCTORAL DISSERTATIONS PRESENTED IN 2014-2015

### ❖ **Mathieu Senelle**, *Measures on graphs : from similarity to density*

Supervisor: François Fouss

Presented on: 24/01/2014

**Abstract:** This thesis mainly considers two closely related classical and general problems in data mining and machine learning: (1) developing new similarity measures between graphs and between nodes of a graph, and (2) developing new density measures on nodes of a graph. In the first part of this thesis, three new graph kernels (which can be seen as similarity measures between graphs) are introduced and assessed on a graph classification task: using molecules from various origins as graphs. They are then classified according to one of their properties (mutagenicity...). As a continuation, the problem of quantifying the similarity between nodes of graphs is studied. Three new measures are defined by

assigning the forests present in the graph a probability of being sampled at random, favouring small (low-cost) forests against bigger ones. These measures are then assessed on a semi-supervised classification task, trying to infer missing node labels from the ones already present in the test datasets. From these similarity measures, we developed the Sum-over-Forests (SoF) density index presuming that, when picking forests (which are assigned a probability of sampling), if a node is present in many (preferably small) forests, it should lie in a dense region of the graph. This density index is then assessed in various ways, assessing its quality as a density estimator on graphs. At last, we developed two clustering algorithms based on the SoF density index, which are able to work directly on graphs without necessarily requiring a priori the number of clusters.

❖ **Braga Sangiorgi, Ugo.** *A method for prototyping graphical user interfaces by sketching on multiple devices,*

Supervisor: Vanderdonckt, Jean,

Presented on: 19/08/2014

**Abstract:** People today use an ever increasing number of devices in widely different contexts, since in the past few years the possibilities of interaction have significantly grown. Designers of information systems need to address more issues today than ever before because of a recent multi-device context – to design, test and validate User Interfaces in this complex context is a challenge that cannot be efficiently approached with traditional tools. Based on observations of current UCD practices, we identified the iteration of four activities – Define Structure, Define Behaviour, Test and Reflect. To support them, as well as sketching and prototyping with multiple devices, in this work we propose a method and we demonstrate its applicability with the development of a novel tool that is then validated with two case studies. Among our findings we highlight firstly that devices serve different purposes within a design session, and those differences have a significant impact on the conversation that takes place in a design session – thus there is a potential benefit on using multiple devices for designing interfaces; secondly that designers can make use of prototypes for gathering requirements from users at early stages of design – thus increasing the designer’s knowledge about users’ needs before investing time and resources on making a design concrete and thirdly that there might be an optimal range, in terms of refresh rate speed, for rendering electronic sketches on multiple devices.

❖ **Garcia Diez, Silvia.** *Randomized shortest paths on graphs and their applications*

Supervisor: Saerens, Marco

Presented on: 01/10/2015

**Abstract:** In graph and network analysis, the Shortest Path problem identifies the optimal, most cost effective, path between two nodes. This problem has been the object of many studies and extensions in heterogeneous domains such as: speech recognition, social network analysis, biological sequence alignment, path planning, or zero-sum games among others. Although the shortest path focuses on the optimal cost of reaching a destination node, it does not take into account other useful information contained on the graph, such as the degree of connectivity of two nodes. On the other hand, measures taking connectivity information into account have their own drawbacks, especially when graphs become large. A new family of distances which interpolates between both extremes is introduced by the Randomized Shortest Path (RSP) framework. By spreading randomization through a graph, the RSP

leads to applications where some degree of randomness would be desired. Through this work, we try to investigate whether the RSP framework can be applied to different domains in which randomization is useful, and either solve an existing problem with a new approach, or prove to outperform existing methods.

## 1.4 ONGOING RESEARCH PROJECTS

➤ **PROJECT TITLE :** Outil générique d'activation d'intelligence collective

**PROFESSOR IN CHARGE:** Jean Vanderdonckt

**PERIOD:** 01/11/2013-31/10/2015

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:** FIRST Entreprises

**RESEARCH SUMMARY:**

The objective of the partner company is to enrich the user's experience of the Web and mobile applications developed for its customers by developing a generic service of activation of collective intelligence.

This tool supplies services of collective intelligence and will be configurable and adaptable to any Web and mobile application. The objective is to dematerialize collective intelligence through all the applications, either developed at Sagacity or in third companies while having a utility.

The objective is here to delegate the needs in collective intelligence technologies of web and mobile application (social networks, ERP system) to an external department dedicated to these tasks.

➤ **Project Acronym:** SENSPORT

**FULL TITLE:** Détection des fuites dans les réseaux de transport d'eau par radar hyperfréquence

**PROFESSOR IN CHARGE:** Jean Vanderdonckt

**PERIOD:** 01/11/2012 – 31/01/2016

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:** WBGreen

**RESEARCH SUMMARY:**

The objective of the SENSPORT project SENSPORT is to develop an embedded hyperfrequency radar approach to detect the leaks in the water networks. The project will cover the whole development of the technology to design an applicable prototype, by taking into account the industrial constraints and the specific needs of the users. This general objective is divided into three specific objectives:

1. Radar System
2. Signal processing
3. Human-machine Interface

The SENSPORT project will develop an integrated prototype combining instrumentation, signal processing algorithms, human-machine interface softwares and protocols of measures allowing the users to detect water leaks in an optimal way.

➤ Project Acronym: TrainSIM.NET

**FULL TITLE:** Méthodologie outillée pour la qualité des interfaces

**PROFESSOR IN CHARGE:** Jean Vanderdonckt

**PERIOD:** 01/07/2014-30/06/2016

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:** Pôle de compétitivité Logistics in Wallonia

**RESEARCH SUMMARY:**

The objective of the project is to propose a complementary product to current driving simulators which would be much lighter than the first ones and which would emphasize the accessibility and the availability of the training tool. The purpose is thus to complete the current ways of training by proposing a tool able of putting the pupils in situation so as to make them learn certain aspects of the specific driving while proposing a substantial training offer.

The training tool TrainSIM will have the following objectives: ·

- it will be centered on self-training: no instructor would be necessary because his expertise will be captured by the tool during the implementation of the training course and it will be passed on to the pupil thanks to a virtual instructor.·
- Its price will be very affordable · it will be possible to install on any type of computer from an Internet browser.
- The accent will be put on the deployment ease and set up as well as the minimization of the specific adaptations to be made for every customer. The work of the instructor to build the exercises and training course must be simplified at the most by automating their design as much as possible.

➤ Project Acronym: JOUNUM

**PROFESSOR IN CHARGE:** Jean Vanderdonckt

**PERIOD:** 01/10/2013-31/12/2015

**FUNDING SOURCE:** Walloon Region

**RESEARCH SUMMARY:**

With its 14 paper publications and 590.000 daily readers, Sudpresse is the leader of the French-speaking press in Belgium and well intends to remain so! The Digital Newspaper (JOUNUM) is going to

allow it to bet on the boldness and not restrain the ambition where the printed newspaper became a brake in their expansion because costs were bound to raw materials.

Sudpresse publishes audacious, popular, useful and practical newspapers. Tomorrow, Sudpresse wants to propose the best regional publishing of its newspapers in all the cities and the municipalities of Wallonia thanks to its Digital Newspaper.

The objective of the system JOUNUM is to cover the needs for a press publisher to optimize the valuation of its contents. The identified avenues of research are the following ones:

**Measure, segment and better** understand their audiences thanks to the data collected by the system throughout the consultation of the applications by the readers. These data will be of 3 types: declared when they will propose the participation to certain inquiries, collected when they will integrate reading information or interaction into their databases and extrapolated when they will deduct information stemming from the crossing of certain collected data. They will be presented in a dashboard in a clear way to the editorial decision-makers with the aim of offering them the best possible decision support within the framework of the production of additional contents, creation of digital dedicated objects (Special issue digital technologies, digital Magazines, etc.) or of fast interventions on news headlines.

**Propose hierarchisation of contents** generated on the fly according to the learnings made by the system of the interactions of readers with the interface of the application, the contents but also take into account contexts of use as, for example, use for the office with a tablet, in public transport, on a smartphone, at home on a laptop and quite different combinations. This machine learning aspect is going to allow pushing the right contents towards the right people and, all this, at the right time!

**Produce new contents** by using the available data from several sources, be them public or private, by aggregating them into the editorial cockpit (platform DPI247 - CMS). In this way, we offer a view to the journalists to allow them to be aware of the data available in connection with the subjects they handle at this moment. This tool, besides enriching articles, is going to allow the creation of editorial new contents as webdocumentaires, interactive mini-applications or any other type of new journalistic objects.

➤ **Project Acronym:** e-Health

**FULL TITLE:** e-Health, les tic au service du patient

**PROFESSOR IN CHARGE:** Jean Vanderdonckt

**PERIOD:** 01/07/2009-30/06/2014

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:** FEDER

**RESEARCH SUMMARY:**

This portfolio aims at designing and implementing an eHealth platform eHealth capable of organizing eHealth services in a dynamic, open, interoperable and secure way. It will allow the Walloon technological companies to develop there, integrate and test new products and innovative health services. The deployment of this type of platform represents the inescapable solution identified by the OECD (Proceedings Conference eHealth Berlin 2007) with the stakes in ageing of the population and in

health. The project will target the assisted at-home care of patients suffering from multiple chronic pathologies.

This problem represents a huge society stake because it is the combination of chronic diseases, such as the diabetes, the cardiovascular diseases and the light insanities which entails the loss of independence and requires being taken care of an institution.

The platform will be validated on three pilot projects allowing patients' care at home and needing a medical remote follow-up: the diabetics, the parkinsonians and the elderly suffering from multiple chronic pathologies.

These new technologies, developed by the Walloon companies, will support the creation of new services of personalized eHealth prevention and intervention targeting patients at home. The customization of the services will rest on techniques helping the organization of eHealth services and an access to the monitoring data of monitoring and information available on the patient's (for example: the shared medical record).

## 1.5 ONGOING PHD RESEARCH

❖ **Title of the thesis:** *Towards a Unified User Story-based Methodology for Agile Methods: AgileTropos*

**Researcher:** Samedi Heng

**Supervisor (s):** Manuel Kolp and Yves Wautelet

**Started on:** 10/2010

**Final dissertation planned for:** 09/2016

### SUMMARY

Agile Methods are recently got many attentions in software development. They allow delivering software early, embracing requirements changing, and good quality of software. In addition, these methods do not require complete and formal requirements before the development phase. Basically, these methods use an informal requirements artefact called user story. User story is writing in natural language in the form of text of maximum of two lines written by the end-users or customers. Practitioners have developed many templates for writing user story but they did not provide any formal definition. In practice, user stories are used in a very ad-hoc way that could lead to an underuse of representation mechanisms, misunderstanding of a concept use and poor communication between stakeholders. The goal of the thesis is to adopt the well-established definitions, concepts, and technique in Requirements Engineering field for evaluating, unifying, representing user story in agile method. In addition, the adoption will not violate the agile principle.

❖ **Title of the thesis:** *A Metrics-Based Methodology for Evaluating Graphical User Interfaces of Information Systems*

**Researcher:** ZEN Mathieu

**Supervisor (s):** VANDERDONCKT Jean

**Started on:** September 2012

***Final dissertation planned for:*** September 2017

## **SUMMARY**

The graphical user interface (GUI) of an interactive system is nowadays the most frequently used interaction modality. While the contents are of high importance, the Look and Feel is an equally essential factor determining the GUI quality that is impacted by several determinants such as, but not limited to, aesthetics, pleasurability, fun, etc. Therefore, GUIs aesthetics is a potential element to focus on in order to facilitate communication between device and user. On that basis, one question comes up: "is it possible to evaluate the quality of a GUI by estimating its aesthetics through a series of measurable geometric metrics?". This thesis explores possible directions to address the previous question by, first, introducing a simplifying model of GUIs aesthetics that captures aesthetics aspects and regions-related metrics. In a second phase, a methodology for the evaluation of GUIs aesthetics is defined based on the underlying model. Subsequently, a model-based implementation of the aforementioned methodology is designed in the form of a web service tool for metrics-based evaluation of GUIs. Finally, with the purpose of validating the approach, the results of conducted experiments and surveys on users' aesthetics perceptions are presented.

❖ ***Title of the thesis:*** An integrated framework for enterprise software ecosystems governance and management

***Researcher:*** Nguyen Huynh Anh Vu

***Supervisor(s):*** Manuel Kolp

***Started on:*** 05/2014

***Final dissertation foreseen for:*** 05/2018

## **SUMMARY:**

The purpose of this thesis is to develop a framework, i.e. a conceptual analysis abstraction that integrates and aligns governance rules and constraints, IT management system life-cycle processes and architectures with strategic modelling organization specifications, for a proper governance and management (GAM) of software ecosystems (SECO). SECO consists of the set of software solutions that enable, support, and automate the activities and transactions by the actors in the associated social or business ecosystems and the organizations that provide these solutions. Indeed, within large companies, software is not a monolithic element but rather a collection of semi-independent but interacting elements that need to be adequately governed and managed. First, this thesis will notably overview the potential of using strategic modelling to help understand alternate SECO configurations. Then, we will evaluate the anchoring points within traditional governance and management frameworks (like COBIT and ITIL) and evaluate the added value of the genuinely built framework. Finally, empirical studies are needed to validate the framework developed theoretically for a full validation of the approach. Within the context of a few case studies we will try to demonstrate the effectiveness of the genuine strategic reasoning and design approach build-up in the thesis for SECO GAM. Thus, the GAM principles will be defined for the SECO and, in parallel, we will develop a custom set of strategic modelling artefacts, feed the GAM processes with them and evaluate their overall added value.

- ❖ **Title of the thesis:** A Model-based Approach for Mixed-Initiative Context-aware Adaptation of Graphical User Interfaces

**Researcher:** Nesrine Mezhoudi

**Supervisor(s):** Prof. Jean Vanderdonckt

**Started on:** 2012

**Final dissertation foreseen for:** 2016

#### SUMMARY

In order to address the UI usability shortcomings of bridging the gap between adaptation goals and user expectations, this thesis provides a methodology for developing mixed-initiative adaptive user interfaces supporting an agile runtime adaptation capitalizing on user interventions. An appropriate approach that conveys an extensive characterization and covers the entire decision-making process as regards a runtime mixed-initiative context-aware adaptation. Along with practical implementation guidance, two support tools instantiating the methodology were developed for the generation of a mixed-initiative user interfaces. Further instantiations are foreseen, exploiting Machine Learning (ML) potential to improve UI intelligibility considering the user preferences at runtime.

- ❖ **Title of the thesis:** Business Features-driven framework to manage the agile Software Product Lines

**Researcher:** Hassan HAIDAR

**Supervisor(s):** Manuel KOLP & Yves WAUTLET

**Started on:** 2014

**Final dissertation foreseen for:** September / November 2017

#### SUMMARY:

Nowadays, in Software Product Line (SPL) there are many continuous changes. Dealing with such changes is one of the challenges faced by the SPL engineering community. In fact, the SPL paradigm models the intrinsic **variability** of a family of software systems based on a systemic vision of the software to model. It usually relies on **reusable artifacts** that encapsulate both common and variable aspects so as to facilitate planned and systematic reuse [3]. Agile Software Development (ASD) advocates the incremental development of software based on constant interaction with a customer community. The ASD aims to address the **immediate customer demands** with **development efforts** at a smaller scale. It has shown that several **factors** raise the stakes on the SPL engineering techniques and call for appropriate evolution management techniques such as: **third party components are used, software ecosystems are moving to open-source and community-based management**, thus continuous requirement changes must be handled [1]. In this context, managing continuous change in an SPL becomes a crucial challenge to which agility provides answers [2]. A **crucial issue** is then to evolve towards a community-driven SPL following agile principles. In addition to that, **Features** are a fundamental notion in modern software engineering. Defined once by Pamela Zave as “**incremental units of functionality**”, they are central to how software is developed now. Much of today’s software is developed using **scenario-driven approaches**. In essence, **scenarios**, also known as **use cases** or **user stories**, are specifications of features. **Feature-oriented software development** shines in the context

of software product lines. Virtually any successful software faces the need to cater different feature combinations to different customer segments. Product line engineering accelerates product development by leveraging the commonalities among the product line members, while managing the differences, also known as variabilities, among them. Features play a key role in modelling commonalities and variabilities and in managing the development of product lines. The explicit treatment of features in **requirements, architecture, implementation, and verification and validation** can greatly **improve the management of software**. Thus, features can substantially **improve the communication** among all **stakeholders** and will likely lead to new, more effective ways to modularize and develop software. Moreover, it is proved that the variability modelling techniques could help partially to handle the faced problems. In fact, the i\* language and other modelling languages such UML, BPMN ... could help to handle the problems faced during the ASPL. Therefore, using a set of core modelling metamodels (such a specific i\* based language) could help to face problems encountered in the SPL practice with the agile principles. In this research project, we present an approach based on the development of a Feature-driven framework to manage the agile evolution of an SPL.

## 2 CENTRE ON CONSUMER RELATIONS AND RESPONSIBLE MARKETING (CERMA)

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### 2.1 PRESENTATION

The Centre on Consumer Relations and Responsible Marketing (CERMA) provides a platform for furthering research and teaching in master and doctoral programs in the area of consumer behaviour and responsible marketing strategy. Both perspectives are investigated in the light of ethics and responsibilities of any partner in a vast range of marketing transactions or activities.

The research themes of CERMA encompass:

1. CERMA encourages the understanding of consumers' expectations, attitudes and behaviours through a pluri-disciplinary approach (psychology, sociology, anthropology, economic)
2. The analysis of responsible marketing strategies in relation to the sustainable development and the corporate social responsibility
3. The analysis of relational marketing at a strategic and operational level (data mining, multi-channel communication).

CERMA encourages both conceptual and empirical research, multi-disciplinarity and methodological eclecticism. Quantitative and qualitative studies are equally valued.

Activities of CERMA articulate around the following areas: scientific research, participation to symposia and conferences, publications of international level, training and supervision of doctoral students, hosting of researchers and of guest professors, involvement in national and international research networks, organization of seminars and symposia and business partnership

### 2.2 MEMBERS

| <b><i>Full faculty members</i></b> | <b><i>Scientific members</i></b> |
|------------------------------------|----------------------------------|
| <i>Chantal de Moerloose</i>        | <i>Kristina Artenyan</i>         |
| <i>Caroline Ducarroz</i>           | <i>Anne-Laure Bartier</i>        |
| <i>Nicolas Kervyn</i>              | <i>Virginie Bruneau</i>          |
| <i>Claude Pêcheux</i>              | <i>Fanny Cambier</i>             |
| <i>Ingrid Poncin</i>               | <i>Etienne Denis</i>             |
| <i>Isabelle Schuiling</i>          | <i>Barbara Dupont</i>            |
| <i>Valérie Swaen</i>               | <i>Iskra Herak</i>               |
|                                    | <i>Thomas Leclercq</i>           |
|                                    | <i>Pauline Munten</i>            |
|                                    | <i>Stéphanie Toussaint</i>       |

## 2.3 DOCTORAL DISSERTATIONS PRESENTED IN 2014-2015

- ❖ **Bartier, Anne-Laure.** *New insights on consumers' perceptions of brand-induced nostalgia and its role in the formation of consumer-based brand equity,*

Supervisor: Schuiling, Isabelle,

Date: 10/01/2014.

**Abstract:** Little attention has been given up to now to the study of nostalgia from a branding perspective. This doctoral dissertation consists of three essays and aims to analyse the role of consumers' perceptions of brand-induced nostalgia (brand nostalgia) in the formation of consumer-based brand equity. To achieve this objective, the first essay captures the dimensions of brand nostalgia with a complete and thorough exploration of the construct. It also enhances the understanding of the conditions, drivers and consequences of brand nostalgia. The second essay contributes to the literature by developing a rigorously tested, reliable and valid new three-dimensional scale enabling researchers to measure brand nostalgia. In addition, this essay empirically tests for the first time the relationships between the three dimensions of brand nostalgia and several important brand-related drivers and consequences. Finally, the third essay offers empirical support for the use of brand nostalgia in the formation of consumer-based brand equity for different product categories. It also demonstrates that brand nostalgia influences consumers regardless of their age, gender and nostalgia proneness.

## 2.4 CHAIRS AND LARGE PARTNERSHIPS

- Chair in Digital Marketing (holder: Prof. Ingrid Poncin)  
(From January 2016 to December 2019)

## 2.5 RESEARCH PROJECTS

- Brand Perception and anthropomorphism: are brands perceived as humanlike?

**PROFESSOR IN CHARGE:** Nicolas Kervyn

**PERIOD:** 01/10/2014-30/09/2016

**FUNDING SOURCE:** UCL

**PROGRAMME:** FSR

**RESEARCH SUMMARY:**

Academics have proposed to consider brand perception as similar to social perception. We will test if brands are indeed anthropomorphized, if they are attributed uniquely human characteristics. Three factors have been identified as driving anthropomorphism: human knowledge activation; need for social connection; and effectance. We plan to manipulate each of these factors in a series of

experiments in order to test whether they lead to the brands being perceived as more humanlike. In a second step we will study the consequences of such an anthropomorphization of the brands on consumer behaviour with an emphasis on brand trust.

## 2.6 ONGOING PHD RESEARCH

- ❖ **Title of the thesis:** *Essays on Charitable Giving: Toward a better understanding of nowadays donators*

**Researcher:** Etienne DENIS

**Supervisor (s):** Claude Pecheux

**Started on:** September 2014

**Final dissertation planned for:** 2018-19

### **Summary:**

The present research project consists of essays on charitable giving. In a context of intensified competition between charitable organizations, private donors are more than ever crucial. This project aims at providing a better understanding of today's donator and of his decision-making process. After a first descriptive analysis of the today's charitable donators, we consider the influencing variables that drive this form of prosocial behaviour. More precisely, we focus on more self-oriented variables that can lead people to consider giving, such as guilt, pride, social pressure or reputation

- ❖ **Title of the thesis:** *Communicating customer empowerment strategies to non-participating customers: An investigation of the mechanisms and conditions impacting the affective reactions toward the brand and the brand relationship*

**Researcher:** Fanny Cambier

**Supervisor (s):** Prof. I. Poncin

**Started on:** November 2015

**Final dissertation planned for:** 2019-2020

### **SUMMARY**

New technology development, like Web 2.0, allows easy and fast exchanges between consumers and firms. Consumers also display a desire for "empowerment", i.e. having a greater role in exchanges with companies. Then, more and more firms develop platforms to empower them to take a more active role in innovation. Threadless, Muji, PespiCo, Danone, Starbucks, 3M are examples of firms that have recently developed platforms to empower their customers, by allowing them to generate ideas and/or and vote on those they like best.

Over the past decade, the customer empowerment strategies have especially been studied from the angle of participating consumers. The first research focusing on the consumers not participating was only published in 2011 and showed positive effects on non-participating consumers' perceptions and behavioural intentions. Through the lens of communication and persuasion, this doctoral research moves beyond the "what" and ask "how" and "when", i.e. which mechanisms and conditions impact

the non-participants' affective reactions toward the brands that communicate their customer empowerment strategies for new products.

This dissertation ultimately aims at helping companies to decide if it is worth advertising their customer empowerment strategies and how to best benefit from it.

❖ ***Title of the thesis:*** *Anthropomorphism and dehumanization in brand endorsement*

**Researcher:** Iskra Herak

**Supervisor (s):** Prof. Nicolas Kervyn

**Started on:** September 2015

**Final dissertation planned for:** 2019-2020

#### **SUMMARY**

Research has shown that people easily ascribe human characteristics to nonhuman entities and treat them accordingly. It has also been shown that people can deny human qualities to real persons. These phenomena are respectively known as anthropomorphism and dehumanization. Our project aims to explore whether these two processes can co-occur and complement one another. The link between these two effects will be tested. More precisely, the question of humanness and its (mis)use in the context of product endorsement will be tackled.

❖ ***Title of the thesis:*** *Communicating customer empowerment strategies to non-participating customers: An investigation of the mechanisms and conditions impacting the affective reactions toward the brand and the brand relationship*

**Researcher:** Pauline Munten

**Supervisor (s):** Prof. V. Swaen, J. Vanhamme

**Started on:** September 2015 (Not admitted yet)

**Final dissertation planned for:** 2020-2021

#### **SUMMARY**

Firms have incentives to restrict product life spans and accelerate consumption patterns. Planned obsolescence practices can also support economic growth by increasing sales and eliminating second-hand markets. Yet these practices also create societal concerns (e.g., waste, unsustainable consumption, consumer debt). Therefore, some public policy measures seek to inform consumers about the life span of the products they buy. Evidence about consumers' reactions to such information is lacking though. The main and broad objectives of this research is thus to explore the impact of product life span information on consumers' product perceptions and behaviours (e.g., product preferences, perceived quality, purchase intentions, product replacement rate) and to determine what conditions (situation-specific, product, consumer characteristics) enhance or limit these observed effects. Therefore, this study will mobilize four well-established theories from economics and psychology: intertemporal choice theory, "framing" literature, prospect theory, and construal-level theory. This project will thus contribute to literature and practice by specifying the impact of life span

information and its framing on consumers' reactions; it will also help public policy makers by revealing the potential effectiveness of regulations designed to curb planned obsolescence practices.

❖ **Title of the thesis:** *Essays on the engagement mechanics in the value co-creation process: the case of gamification*

**Researcher:** Thomas Leclercq

**Supervisor (s):** Ingrid Poncin and Wafa Hammedi

**Started on:** 2014

**Final dissertation planned for:** 2018

## SUMMARY

Academics and practitioners acknowledge the relevance to co-create value with customers in terms of innovation and relationship management. The emergence of online platforms, communities and social networks has been widely recognized to facilitate the interactions, resources exchanges among actors and consequently value co-creation. However, despite their important role, these technologies are not sufficient for an effective customers' engagement yet considered as a key predictor of successful co-creation experiences. Although value co-creation has been explored by researchers from multiple fields, two gaps require to be addressed. On the one hand, the term value co-creation has emerged as a highly enticing label with multiple meanings however there is not consensus on its meaning, on the other hand, practitioners and researchers need to understand which are the mechanics that can be used to manage users' engagement toward value co-creation process. In order to address these gaps, this doctoral project consists in three distinct papers. Firstly, an integrative review of the literature has been conducted based on 181 papers from Marketing, Innovation and Business disciplines and related to value co-creation. The second and third papers will be dedicated to explore gamification mechanics as a means to create, boost and maintain participants' engagement.

❖ **Title of the thesis:** « *Vers une compréhension de l'habiter dans la consommation : l'expérience des lieux polyfonctionnels* » (Towards a new understanding of the consuming way of living : the experience of multifunctional places)

**Researcher:** Stéphanie Toussaint

**Supervisor (s):** Prof. Nil Özçağlar-Toulouse (Lille 2); Prof. Per Agrell (UCL)

**Started on:** May 2012

**Final dissertation planned for:** March 2016

## SUMMARY

This research looks at consumers' experience within multifunctional places. By looking at new ways of working (co-working), we analyse space production through 'liquid' practices. On the one hand, we show that joint appropriation leads to the social construction of commercial spaces into meaningful

environments. On the other hand, we show that plasticity and empowerment are core characteristics of co-driven experience in service design.

❖ **Title of the thesis:** Customer participation in loyalty program: definition, measure, antecedents and consequences.

**Researcher:** Virginie Bruneau

**Supervisor(s):** Pietro Zidda

**Started on:** admission date: 08/06/2012

**Final dissertation planned for:** 2017

#### **SUMMARY**

Recent figures show that, despite rising number of enrollments, consumers become less active and engaged with their loyalty programs (LPs). As a result, customers are enrolled in many LPs but participate in less than half of their programs. Firms thus fail to engage customers in relationships with their LPs. This doctoral research aims to understand (1) what active participation in LPs is, (2) how to measure it, (3) how to enhance active participation and (4) how it is linked with company outcomes such as customer engagement.

### 3 CENTRE FOR STUDIES IN ASSET MANAGEMENT (CESAM)

#### 3.1 PRESENTATION

The Centre for Studies in Asset Management is an inter-university platform that brings together faculty members and affiliates in finance of the Louvain School of Management (LSM). The Centre aims at enhancing the national and international visibility of the research activities of its members as well as of the School in general.

The general theme is the theory and practice of “Asset Management”. This includes portfolio management of financial as well as real assets. In line with recent trends in financial services, it includes assets such as traditional financial assets (debt and equity), real estate, private equity, pension assets and foreign exchange reserves. The Centre aims at analysing management of investment funds, assets of institutional investors, central bank reserves and various government assets. Further important research topics are market microstructure, mergers and acquisitions transactions and insider trading. This Centre therefore covers research topics on asset management pertaining to asset pricing, volatility and investment, audit and controlling, risk management, corporate finance, international finance and mathematical finance.

Next to their research and teaching activities, members maintain strong links to practitioners and professional associations.

#### 3.2 MEMBERS

| Full faculty             | Scientific members         | Associate members        |
|--------------------------|----------------------------|--------------------------|
| <i>Sophie Béreau</i>     | <i>Saifeddicahe Alo</i>    | <i>Oscar Bernal</i>      |
| <i>Rudy De Winne</i>     | <i>Anthony Bellofatto</i>  | <i>Anouk Claes</i>       |
| <i>Michel De Wolf</i>    | <i>Saifeddine Ben Hadj</i> | <i>Bruno Colmant</i>     |
| <i>Pierre Devolder</i>   | <i>Annelies Casteleyn</i>  | <i>Bernard Delbecque</i> |
| <i>Catherine D’Hondt</i> | <i>Benoît Detollenaere</i> | <i>Marc Deloof</i>       |
| <i>Marcel Gérard</i>     | <i>Vivien Djambou</i>      | <i>Christophe Dispas</i> |
| <i>Nathalie Gilson</i>   | <i>Cyrille Dossougoin</i>  | <i>Mathilde Fox</i>      |
| <i>Philippe Grégoire</i> | <i>Marco Geraci</i>        | <i>Pierre Giot</i>       |
| <i>Luc Henrard</i>       | <i>Alexandre Girard</i>    | <i>Jean-Yves Gnabo</i>   |
| <i>Leonardo Iania</i>    | <i>Grégory Guilmin</i>     | <i>Michel Levasseur</i>  |
| <i>Mikael Petitjean</i>  | <i>Malek Kerkour</i>       | <i>Christophe Majois</i> |
| <i>Isabelle Platten</i>  | <i>Valérie Kinon</i>       | <i>Ilham Riacchi</i>     |
| <i>Gerrit Sarens</i>     | <i>Floris Laly</i>         | <i>Giorgio Tesolin</i>   |

|                |                          |                       |
|----------------|--------------------------|-----------------------|
| Frédéric Vrins | Arnaud Monseur           | Serge Wibaut          |
|                | Rubens Moura             | Charles van Wymeersch |
|                | Mathieu Picault          | Frédéric Verschueren  |
|                | Allaa Ridouan            |                       |
|                | Nicolas Scholtes         |                       |
|                | Franco Stragiotti        |                       |
|                | Sebastian Werner         |                       |
|                | Jean-Charles Wijnandts   |                       |
|                | Donald Gédéon Zountchame |                       |

### 3.3 DOCTORAL DISSERTATIONS PRESENTED IN 2014-2015

❖ **Moyaert, Thibaut.** *Essays on intraday order flow dynamics and liquidity forecasting,*

Supervisor: D'Hondt, Catherine,  
Presented on: 24/06/2014

**Abstract:** This dissertation consists in three essays that investigate liquidity provision dynamics up to high frequency sampling scheme. The latest evolution of financial markets towards both more trading fragmentation and the emergence of high frequency traders make liquidity provision a topical issue. The first essay provides a novel methodology to forecast liquidity as a trade size specific concept using time series modelling. The second essay focuses on the prominence of market disruptions in the stock market. It investigates what are the most informative microstructure variables with respect to market disruptions' occurrence. Finally, the third essay documents the trading behaviour of high frequency traders (HFT) around market disruptions. Indeed, HFT are often referred to as threatening financial markets' stability. Altogether, those essays hold implications for both market participants and regulators.

❖ **Detollenaere, Benoît.** *Essays on implicit transaction costs,*

Supervisor: D'Hondt, Catherine,  
Presented on: 18/11/2014

**Abstract:** In an increasingly competitive world where an extra few basis points of performance may become a matter of survival for investors, transaction cost management has become a major concern. The MiFID best execution obligation has resulted in an increased interest in transaction cost management. This dissertation consists in four essays that investigate two original avenues for improving the transaction costs related to the execution of split orders. The first two essays address

the impact of microstructure information on the transaction costs of split orders and develop new forecasting models of transaction costs. The line of attack of the other two essays whose purpose is to improve transaction cost management consists in solving the trader's dilemma based on some specific market information

❖ **Lambert, Thomas.** *Essays on the political economy of finance,*

Supervisors: Schwienbacher, Armin; Belleflamme, Paul,  
Presented on: 11/02/2015

**Abstract:** What are the consequences of countries' political system on their financial markets and intermediaries? This dissertation proceeds in answering this question along three essays. The first essay focuses on the way suffrage institutions, a key measure of the distribution of political power, shape countries' reliance on both stock market and bank finance. It provides evidence from the last two centuries that suffrage expansions adversely affect stock market development, consistent with the insight that small elites pursue economic opportunities by promoting capital raised on stock markets. In contrast, it shows a positive effect of suffrage on banking development, consistent with the idea that an empowered middle class favours banks as they share its aversion for risk. The second essay examines the political outcomes driving the pace and extent of financial reforms occurring in the last three decades around the world. It stresses the role of government cohesiveness in explaining patterns of financial liberalizations, finding that fragmented governments do breed stalemate. The third essay explores the incidence and drivers of lobbying efforts made by the U.S. banking industry. It shows that banks engage in lobbying to gain preferential treatment, and take in turn additional risks

### 3.4 CHAIRS AND LARGE PARTNERSHIPS

The chairs and partnerships associated with the CESAM are listed below:

- BNP Paribas Fortis Chair in Risk Management (Liquidity, Volatility and Asset Valuation) (holders: Prof. Devolder & Prof. Petitjean)
- Fortis Insurance Chair in Risk Management (Pension Valuation and Solvency) (holders: Prof. Devolder & Prof. Petitjean).
- PricewaterhouseCoopers Partnership in Investment Fund Management (holder: Prof. Schwienbacher)

### 3.5 ONGOING RESEARCH PROJECTS IN 2014-2015

➤ Project Acronym: MTDWID

**FULL TITLE:** Mixing trading decisions with investment decisions: investing and trading consistency

**PROFESSOR IN CHARGE:** Catherine D'Hondt

**PERIOD:** 01/07/2009-30/06/2014

**FUNDING SOURCE:** CF

**PROGRAMME:** ARC

**RESEARCH SUMMARY:**

The financial investment decision cycle consists of four distinctive phases: asset allocation, portfolio construction, execution services, and portfolio attribution. To date, most financial literature has focused on the investment decisions (which assets to buy/sell in each investment class) while the same level of research is missing about the implementation decisions (where, when and how to buy/sell these assets). In the industry, we observe a similar gap between investment and trading decisions. Accordingly, assessing portfolio performance has resulted so far in the evaluation of both allocation and selection decisions, without any assessment of how well these decisions have been implemented.

This missing link in the investment cycle is problematic since the quality of the implementation is as important as the investment decision itself in contributing to the total performance of a portfolio. Indeed, the execution of investment decisions is not free and the associated costs reduce portfolio returns. These costs, which can turn high-quality investments into moderately profitable investments or low-quality investments into unprofitable investments, are referred to as transaction costs. Managing transaction costs requires Transaction Cost Analysis (TCA). In practice, we observe that TCA is not always performed or, when performed, its results and outputs are not included in the final portfolio performance assessment.

The main objective of this project is to develop an innovative approach, in which final portfolio performance assessment incorporates the overall quality of implementation. For this purpose, we had planned:

- (a) to focus on implicit transaction cost modelling and forecasting. We aim at providing both in-sample and out-of-sample statistical assessment of the different approaches that are currently used to model and forecast transaction costs.
- (b) to focus on timing risk and its components, i.e. price risk and liquidity risk. We will analyse in particular the role of price jumps and their determinants in the liquidity dynamics. To address this issue, we will build on the literature devoted to volatility, price jumps and order book dynamics.
- (c) to concentrate on the techniques for assessing after a trade whether the implicit transaction costs incurred were acceptable or reasonable under the market circumstances that prevailed at the time of that trade. The idea is here to use both pre-trade cost estimates and post-trade measures to evaluate the overall quality of implementation.

➤ Public Debt Management in Monetary Union

**PROFESSOR IN CHARGE:** Nathalie Gilson

**PERIOD:** 01/01/2015-30/09/2017

**FUNDING SOURCE:** UCL

**PROGRAMME:** FSR

**RESEARCH SUMMARY:**

Several countries in Europe were severely hit by the financial, economic, and sovereign debt crisis starting from 2008. Public debts and the spreads on 10-years government bonds with respect to Germany generally increased in most European countries. This project analyses the non-linear effects of government debts on European bond spreads when experiencing severe financial and economic conditions. The results found seem to indicate that the increase in public debt is not the unique determinant of the surge in bond spreads. Therefore, this project tries to highlight factors that could explain the evolution of the spreads on 10-years government bonds with respect to Germany in European countries

- Project title: Uncertainty, macroeconomic fluctuations and asset prices

**PROFESSOR IN CHARGE:** Leonardo Iania

**PERIOD:** 01/10/2015-30/09/2019

**FUNDING SOURCE:** FNRS

**PROGRAMME:** PDR

#### **RESEARCH SUMMARY:**

This project studies the relationship between uncertainty, macroeconomic fluctuations, financial markets and asset prices. In particular, we are interested at answering of questions such as: how does uncertainty influences macroeconomic variables such as aggregate level of prices levels or aggregate economic activity? Does the impact of uncertainty changes in bad times? Is the relationship between macroeconomic and financial variables time dependent? What is the impact of uncertainty on asset prices? We answer these questions by building a macro-finance model. In this setting the dynamics of government bond prices, macroeconomic and finance variables are linked by no arbitrage conditions and uncertainty enters in the model in the form of parameter instability. We develop and apply Bayesian econometrics models to explore instability phenomena and to derive new measures of uncertainty. Bayesian econometrics is well known for its flexibility in modelling uncertainty. Even is the model is initially applied to the government market, it can be used to analyse the relationship between, uncertainty, macroeconomic dynamics and prices of other contracts such corporate bond, swaps or credit derivatives. Improving our knowledge in this area is crucial for at least two reasons. From an academic perspective, it interesting to more deeply understand (1) how the relationship between macro-economic variables, financial variables and asset pricing in time of turbulence, and (2) how uncertainty can influence these variables. This is a new area of research that can improve our understanding of economic models. From an applied perspective, understanding how uncertainty influences macroeconomic conditions or asset prices or the government yield curve is crucial for policy makers, who aim at improving general economic conditions and the efficiency of financial markets.

### 3.6 ONGOING PHD RESEARCH

- ❖ **Title of the thesis:** *Essays on high-frequency trading*

**Researcher:** Floris LALY

**Supervisor (s):** Mikael PETITJEAN

**Started on:** December 2014

**Final dissertation planned for:** December 2018

#### SUMMARY

This PhD thesis focuses on high-frequency trading and is thus related to the field of market microstructure. It plans to investigate the impact of high-frequency traders (HFTs) on market quality with a special focus on flash and mini flash crashes.

❖ **Title of the thesis:** *Uncertainty, macroeconomic fluctuations and asset prices*

**Researcher:** Arnaud Monseur

**Supervisor (s):** Iania Leonardo

**Started on:** 01.10.2015

**Final dissertation planned for:** October 2019

#### SUMMARY

This project studies the relationship between uncertainty, macroeconomic fluctuations, financial markets and asset prices. In particular, we are interested at answering of questions such as: how does uncertainty influences macroeconomic variables such as aggregate level of prices levels or aggregate economic activity? Does the impact of uncertainty changes in bad times? Is the relationship between macroeconomic and financial variables time dependent? What is the impact of uncertainty on asset prices?

❖ **Title of the thesis:** *Essays in risk management*

**Researcher:** Donald Zountcheme

**Supervisor (s):** Sophie Béreau

**Started on:** February 2013

**Final dissertation planned for:** September 2017

#### SUMMARY

Since the last financial crisis, the connectedness of financial institution has become an important issue. Hence several studies try to understand the network structure of the financial system. However they face the issue of non-availability of cross position between financial institutions. The main purpose of my thesis is to model and analyze some features of the network structure of financial institution using market based data. In the first chapter I propose an empirical method that captures the characteristics observed through simulation. In the second chapter I try to understand the level at which a shock on a given financial institution can break the whole system. In the last chapter I try to understand the level of resilience of the financial system.

❖ **Title of the thesis:** A spatial econometrics approach to financial network modelling

**Researcher:** Cyrille Dossougoin

**Supervisor (s):** Sophie Béreau (UCL-LSM) and NICOLAS DEBARSY (CNRS-LEO, University of Orleans)

**Started on:** October 2013

**Final dissertation planned for:** 2018

## SUMMARY

This project aims to develop econometric methods dedicated to the study of complex phenomena in finance. Specifically, these tools that explicitly model the presence of interactions between observations, will help better understand the dynamics of assets prices and risk. While a vast literature has focused on issues of contagion and spill-overs, the recent crisis has shown the importance of globalization and hence the intensification of interconnections among the various actors on financial markets. This, undoubtedly calls for an overhaul of theoretical models and empirical approaches to understand the impacts of these interconnections on the real economy. In this project, we propose a multi-dimensional approach to risk by taking into account the necessarily complex links between financial institutions and their implications for the spread of risk. To do this, we mobilize three disjointed literatures. First, graph theory and network statistics allow us to both characterize the underlying structure of the individual links and also to reveal information on the pattern of interactions. Then, methods of spatial econometrics gather explicit modelling tools for an econometric specification of interconnections between observations. With the combination of these literatures, we want to develop a coherent and innovative framework for modelling interdependencies between banks and the spread of default risk to the entire system.



## 4 CENTRE FOR SUPPLY CHAIN MANAGEMENT (CESCM)

### 4.1 PRESENTATION

The centre performs research, development and advanced teaching in all areas of supply chain management, both modelling, optimization, systems and strategy and offers its services in these areas to industrial firms in Belgium.

CESCM gathers a critical mass of faculty, researchers and experts in the field "supply chain management" (SCM). The definition of SCM is interpreted broadly to cover all aspects of production, logistics, transport and the supplier relations. It combines operations management, management science and industrial organization in a systematic attempt to understand, model and support the multi-level organizational behaviour. CESCM research is in particular oriented towards:

- Empirical analysis, the economic and systemic modelling of inter- organizational relations and policy making processes
- The study and development of methodologies and techniques for the decision support systems at all hierarchical levels of the chain the study, modelling and optimization of systems of decentralized or distributed coordination.

### 4.2 MEMBERS

| Full faculty                  | Researchers                      | Associate members      |
|-------------------------------|----------------------------------|------------------------|
| <i>Per Joakim Agrell</i>      | <i>Paul Chatelain</i>            | <i>Peter Bogetoft</i>  |
| <i>Michel Beuthe</i>          | <i>Laetitia Delhaze</i>          | <i>Bernard Fortz</i>   |
| <i>Constantin Blome</i>       | <i>Mehdi Madani</i>              | <i>Ou Jihong</i>       |
| <i>Daniele Catanzaro</i>      | <i>Wenli Peng</i>                | <i>Kurt Jörnsten</i>   |
| <i>Philippe Chevalier</i>     | <i>José Miguel Quesada Perez</i> | <i>Andreas Norrman</i> |
| <i>Franz Jornaux</i>          | <i>Matias Schuster</i>           | <i>Nico Vandaele</i>   |
| <i>Bart Jourquin</i>          | <i>Mehdi Telemsani</i>           |                        |
| <i>Guy Keymolen</i>           | <i>Virginie Vandenbulke</i>      |                        |
| <i>Etienne Loute</i>          |                                  |                        |
| <i>Nadine Meskens</i>         |                                  |                        |
| <i>Pierre Semal</i>           |                                  |                        |
| <i>Jean-Sébastien Tancrez</i> |                                  |                        |
| <i>Mathieu Van Vyve</i>       |                                  |                        |
| <i>Laurence Wolsey</i>        |                                  |                        |

### 4.3 DOCTORAL DISSERTATIONS PRESENTED IN 2014-2015

- ❖ **Van Malderen, Laurent.** *On the effectiveness of employer transport plans: which mobility measures influence the commuting choices of employees?*

Supervisor: Jourquin, Bart; Thomas, Isabelle,  
Presented on: 16/01/2014

**Abstract:** This dissertation interests in employer transport plans. It was instigated in the framework of a research project financed by the Belgian science policy, the ADICCT project (Witlox et al., 2011). It consists of the part of the project that exclusively focuses on transport plans, as a strict company point of view is adopted. In this way, it complements the other area of research studied in the project, i.e. the explanation of differences in modal splits at workplaces (Vanoutrive, 2010). The following research questions are addressed: are ETP effective? If so, which mobility measures they can embed influence the commuting choices of employees? Four chapters, based on published or at least submitted papers, contribute in answering both questions and at filling some research gaps of the literature. The following topics are addressed: the practices of companies as regards the promotion of alternative modes of transport, the commuting behaviours of employees, the effectiveness of mobility measures, the identification of obtained modal shifts, and the profession of mobility managers and their impact on commuting. It emerges that there is clearly a lack of reflection on employer transport plans within companies, which hampers their effectiveness. The appointment of an effective (and involved) mobility manager overcomes this problem. As regard the promotion of alternative modes of transport, it is shown that carpooling is more difficult to promote within companies than other modes. Its use is mainly explained by personal characteristics of employees while cycling and public transport use are mainly explained by background conditions at workplace. Hence, companies have less action levers to promote carpooling. In addition, the use of carpooling is more volatile, reducing thus the effects of such strategies in the long term. Employer transport plans are effective. A list of mobility measures that help to successfully implement them is found. These mobility measures (and a fortiori the employer transport plans that include them) produce continuous effects. They do not only help to convince sole car users to change their modal habits, but they also have an impact on the users of other alternative modes of transport. In the same way, some measures have indirect effects, increasing the use of alternative modes they do not promote. Their effects have therefore to be assessed on all the available modes. It can be concluded that no general ETP design can be proposed, as appropriate measures must be taken at the appropriate workplace. This is the rule in matter of effective employer transport plans.

- ❖ **Mlinar, Tanja.** *Stochastic models for shared production resources in supply chains,*

Supervisor: Chevalier, Philippe,  
Presented on: 10/03/2014

**Abstract:** Expectations of customers regarding variety, customization, fast and reliable due dates of products have been increasing over time. Meeting this demand is a constant challenge for companies given their limited resources. Finding the balance between customers' requirements from one side and companies operations from the other has shown to be an arduous task; variabilities in either demands or operations could have significant negative consequences on companies' performances. These variabilities could cause the planning problems, creating production delays, long and unreliable due date lead times and straining relationships with customers. As a consequence, more and more

companies are interested in finding mechanisms allowing them to produce more efficiently in an environment that is increasingly subject to variability. In this thesis we provide a new perspective on how to implement capacity allocation strategies in order to achieve the desired profits and high due-date adherence. Here we show how to model: (i) capacity sharing with lead time decisions, and (ii) capacity allocation with admission control decisions. In the first part of the thesis, we study a capacity sharing strategy allowing manufacturing operations for heterogeneous products to be pooled. The literature on the design of service systems revealed that, in a stochastic environment, pooling naturally leads to economies of scale, but heterogeneity can create variability. We investigate this trade-off in the case of a manufacturer assigning due dates to customers in order to guarantee a high service level. We develop a simulation and analytical study based on queueing theory in order to gain insights into the impact of pooling on the due date performance. With this work we show that heterogeneity does not necessarily lead to deterioration of performance, as previously reported in studies of service environments. We show that in case of increased product variety and utilization rate, the heterogeneity can be exploited in our advantage. Next, we demonstrate how companies can attain high due date performance by making collaborative decisions to pool their resources within supply chains. In particular, we find that capacity sharing leads to better overall performance than producing separately even for very high heterogeneity. However, the decision regarding the due-date setting and scheduling policy to implement can have a significant impact on the individual performance. Finally, our study reveals that the benefits of pooling in terms of the expected sojourn time obtained by a simple analytical treatment serve as a good prediction of the benefits of pooling on the due date performance in a wide range of situations. In the second part of the thesis, we propose a new capacity allocation scheme with admission control decisions for a company that processes orders from multiple demand streams. Given that the capacity may be insufficient to cater for all demands while meeting their promised due dates, the company has to decide whether to accept or reject incoming orders in order to maximize its profit. We formulate this problem as a multi-dimensional Markov Decision Process to gain insights into the optimal policy. The description and calculation of the optimal policy can be highly complex. Thus we provide a family of approximate formulations to reduce the dimension of the state space via aggregation. We compute bounds on the profit associated with the optimal order acceptance policy to measure the efficiency of the approximate formulations for large instances. We then demonstrate that the structure of the optimal policy is threshold based for almost every state of the system in case of stochastic order sizes. We propose threshold based policies in order to further reduce the complexity of the formulations. Our results show the superiority of the proposed formulations over known methods widely used in the literature. In particular, our policies provide near-optimal solutions quickly and stand out for their robust performance with respect to changes in operational conditions and with respect to differences between the actual and estimated demands.

❖ **Lamas Vilches, Alejandro Nelson.** *Three models for operations planning in a supply chain context,*

Supervisor: Chevalier, Philippe,  
Presented on: 10/12/2014

**Abstract:** The rapid growth of firms worldwide causes that relationships in supply chains become more complex, the competition between firms become stronger and customer ask for more demanding products and services. All these changes trigger that a firm looks for opportunities to get more from their scarce resources or to use resources that are beyond its direct control. Thus, a firm can achieve competitive advantages by setting partnerships with other supply chains in order to increase its

production capacity, by adapting its operations and pricing strategies to the requirements of the market, and by differentiating between customers according to necessities and willingness to pay for its offered products. We start by studying how firms with similar supply chain roles can collaborate in their operations. Through this collaboration, the firms can mutually benefit from the synergies of pooling operations. A successful collaboration should be efficient in reducing the global cost of the firms. Nevertheless, the willingness of each firm to collaborate may also depend on the fairness of the global cost allocation. In order to guide joint operations, we propose a novel approach that gives priority to the firm that tends to benefit less from the collaboration. In particular, our approach balances the global cost reduction and the inequalities of allocating such cost. Moreover, when analysing the effect of the uncertainty on the collaboration, our approach shows a high efficiency in reducing risk in comparison to other approaches. We continue by studying how a firm can coordinate its pricing strategy and production and inventory decisions in order to compete with other firms in terms of the prices offered to the customers. We propose a framework for simultaneously planning prices and operations of a firm. We model the operations of the firms as a Lot sizing problem, so computing equilibrium between the prices becomes a time demanding task. We reduce significantly the computational time by providing bounds for the profits that firms can achieve by selecting a pricing strategy. Also, we show the convenience for the firms of using dynamic pricing strategy instead of static pricing strategy, and we show the negative effects that may arise when increasing production capacities. We also study how a firm can gain from differentiating the demand of their customers based on profits and manufacturing requirements. Our study is motivated by the case of a firm that faces two types of demand: on the one hand there are the so called regular orders that have a relatively long lead time; on the other hand there are urgent orders, whose delay is much shorter but their margins are higher. We study the order acceptance problem for a firm that serves two classes of demand over an infinite horizon. The firm has to decide whether to accept a regular order (or equivalently how much capacity to set aside for urgent orders) in order to maximize its profit. We formulate this problem as a multi-dimensional Markovian Decision Process. We propose a family of approximate formulations to reduce the dimension of the state space via aggregation. We show how our approach can be used to compute bounds on the profit associated with the optimal order acceptance policy. Finally, we show that the value of revenue management is commensurate with the operational flexibility of the firm.

❖ **Shamsaei, Fahimeh.** *Formulations and algorithms for integrated maintenance and production planning problems,*

Supervisor. : Van Vyve, Mathieu,  
Presented on: 02/12/2015

**Abstract:** An important challenge in Lot Sizing faces to decision makers when there are capacity constraints. Decisions related to these problems have a direct impact at the operational level of the company, and consequently, they have an effect over the global performance of the company. One of the capacity constraints in Lot Sizing Problems arises when the machines produce with variable productivity. It means that their production capacity changes over time. Moreover, when the production capacity decreases over time, it is vital to stop the production line and fix the machines to bring them back to full productivity. Thus, another problem is about the maintenance scheduling. Given that the machines do not work during the maintenance period, it is important to synchronize maintenance and Lot Sizing decisions. Taking into consideration the company's freight, transportation decisions should be incorporated into the model as well in order to exploit the freight efficiently. The latter aspect adds to the complexity of the problem significantly. Throughout this thesis, we aim to

propose an improved formulation to deal with Dynamic Productivity Lot Sizing Problem (DPLSP) by extending traditional approaches provided for the Capacitated Lot Sizing Problems (CLSPs). Many of these problems are hard and hence are unlikely to admit polynomial time solutions. Therefore, we approach DPLSP based on the already existing common sense or specialized heuristics for CLSPs. Because of the non-increasing capacity assumption we apply in our model, it is vital to integrate the aforementioned problem with the maintenance scheduling in order to bring the machines back to their full productivity. Specifically, in this research we plan to cope with a single (multi)-product(s), single (multi)-machine(s) CLSP, as a basic production/inventory problem with decreasing capacity. Then, we plan to synchronize maintenance and transport aspects to best satisfy the demand, while minimizing the total cost of the process. We propose two types of algorithms to solve such an integrated problem. The first algorithm (off-line algorithm) is suggested when the demand is deterministic. We exploit MIP-based Fix-and-Optimize heuristic which results is compared to the results obtained using the MIP solver. The second algorithm which called online algorithm is propounded when the demand is not known in advance. The effectiveness of the proposed online algorithms is measured by their competitive ratio, defined as the ratio between the maximum numbers of the demands can be satisfied and that of a hypothetical offline algorithm (Dynamic Programming) which knows the entire sequence of requests in advance and chooses its actions optimally.

#### 4.4 ONGOING RESEARCH PROJECTS DURING 2014-2015

##### ➤ **PROJECT ACRONYM:** DIDAM

**FULL TITLE:** Disaggregated Demand and Assignment models for Combined passengers and freight transport

**PROFESSOR IN CHARGE:** Bart Jourquin

**PERIOD:** 01/10/2008-30/09/2014

**FUNDING SOURCE:** CF

**PROGRAMME:** ARC

##### **RESEARCH SUMMARY:**

DIDAM (Disaggregated demand and assignment models for combined passengers and freight transport) is a research project which aims at advancing fundamental research in transportation modelling and analysis, using two complementary methodologies. The first is to develop a joint methodological approach for both freight and passenger transport, and the second is to base this common approach on the use of models that are as disaggregate and realistic as possible. Furthermore, the methods will be designed to cope with the important question of competition for infrastructure. The project is mainly organised around two themes. Each of them covers both freight and passenger aspects, in a manner which promotes collaborative work between the partners of the project. The first theme is concerned with disaggregate demand modelling issues, the second deals with innovative aspects of (joint) traffic assignment. Working at a fully disaggregate level is, however, not always easy. If such models are already available for passenger demand and traffic, disaggregate tools are still largely missing for freight transport. This is not only true at the operational level, but, more crucially, at the conceptual level. This is why our research program adopts, in this domain, a

progressive approach that introduces disaggregation gradually into existing methods and models. This entails research in a full spectrum of issues, ranging from concept definition (who are the actors, how they can be characterised ...) to validation exercises using available data sources.

➤ Project Acronym: GREENRAIL

**PROFESSOR IN CHARGE:** Bart Jourquin

**PERIOD:** 01/03/2012-28/02/2014

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:**

**RESEARCH SUMMARY:**

The objective of GREENRAIL 1 is to study all the components that are necessary for the development and deployment of a dedicated "real time" energy consumption management system for a rail network in the context of open competition and liberalisation. The system consists of a central component interfaced to existing traffic planning and management systems and an embedded component that continuously informs the driver the optimum driving mode to use.

GREENRAIL 2 is complementary to the first project, focused on a fully integrated rail traffic management. This innovative concept also integrates qualitative criteria, such as traffic thinning or conflict prevention and resolution, which are added to the primary criterion of energy efficiency. This multicriteria optimisation and the development of a decision support tools are aimed at organising a fluidized traffic management, through a significant improvement in the timeliness and quality of service, and an increase of network capacity

➤ Project Acronym: Université Métropolitaine

**PROFESSOR IN CHARGE:** Bart Jourquin

**PERIOD:** 01/09/2011-31/08/2014

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:** FEDER

**RESEARCH SUMMARY:**

The Metropolitan University is a cooperative project between the Kortrijk campus K.U.Leuven (Kulak), the Community of Universities and Institutions (COMUé) Lille Nord de France and UCL Mons. This project is part of the Operational Programme INTERREG IV France-Wallonie-Vlaanderen. It aims to carry out joint actions and integrated cross-border everyday life. Concretely, this program aims to:

- promote exchanges in university education;
- bring together graduate students of the three regions in courses or seminars;
- improve knowledge of French and Dutch;

- increase the mobility of young people, not only in the field of education but also in their social life;
- support collaboration in research between partner universities.

This project is funded by the European Union, the Flemish government, West Flanders Province and the Walloon Region.

➤ Project title: Express Shipment Service Network Design: Challenges, Advances and Robustness

**PROFESSOR IN CHARGE:** Jean-Sebastien Tancrez

**PERIOD:** 01/01/2014-16/02/2016

**FUNDING SOURCE:** Brussels Region

**PROGRAMME:** INNOVIRIS-DOCTIRIS

**RESEARCH SUMMARY:**

Our project aims at settling a close collaboration between Université catholique de Louvain's Centre for Supply Chain Management and FedEx Express EMEA (FEDEX) to advance the knowledge in express shipment service network design. Express carriers, such as FedEx, offer time definite (typically overnight) door-to-door express shipments of packages, documents and to certain extend freight. They offer the fastest transport and logistics solution, and serve as the economy's lubricant. The European express shipments have grown about 3.8% per year in the last decade, to about 495,500 shipments per day in 2011 (Boeing, 2012). The industry employs over 272,000 people in Europe and through its own activities generates €10.3 billion to EU GDP (Oxford Economics, 2011).

Carrying huge numbers of packages around the world, in a very limited short time window, represents a fascinating coordination and planning challenge for express carriers. Their most strategic challenge is to efficiently and robustly design their network. These challenges call for advanced operations research and optimization methodologies at the edge of scientific knowledge, stimulating university researchers to advance on this frontier, formulating and developing Innovative solutions for concrete business problems, leveraging vast potential benefits due to the large numbers involved and the strategic impact of the network design.

Our project aims at further exploring and developing the express shipment network design problem, i.e. how to best plan and schedule flights, decide on the fleet investment and allocation and locate hubs under strong timing and capacity constraints, and at proposing robust optimization methodologies for the problem. This problem may be related to supply chain network design, a research field of growing importance, but differs in that the express shipment network involves several additional complications (timing issues at the customers, airports and hubs; complex cost structure; aircraft fleet management; operational constraints such as airports curfews or hub sorting capacities). Accordingly, the express shipment network design problem is very challenging and has been little studied (around a dozen scientific papers), while its robust optimizing has not been directly studied. Noticeably, most advances have been reached as results of academic/private collaborations, leading to important cost reductions. The benefits of such a collaboration are clear, and at the origin of our project. The very complex coordination challenge calls for advanced operations research techniques, while the specificities of the problem require a close knowledge of it to advance on the solution.

The objective of the project is to boost the fundamental knowledge, modeling techniques and algorithms, in other words to advance the scientific state of the art on the express shipment service network design problem, and on robust solutions to this problem. This will bring value to real practice by helping express carriers, and firstly FedEx, improving their network design and planning capabilities, reducing the costs and facilitating the management.

#### 4.5 ONGOING PHD RESEARCH

❖ ***Title of the thesis:*** *Supply Chain Network Design under Demand Uncertainty*

***Researcher:*** Matías Schuster Puga

***Supervisor (s):*** Jean-Sébastien Tancrez

***Started on:*** June 2013

***Final dissertation planned for:*** September 2017 (approx.)

##### SUMMARY

The goal of this project is to integrate the impact of demand uncertainty in realistic mathematical models to help logistic managers in their strategic decisions regarding their supply chain network design. Demand uncertainty has two main implications for the logistics network that we study in this project. In short term, demand uncertainty forces companies to store products (safety stocks) in warehouses close to customers, in order to react quickly to variations and meet customer expectations. Warehouses serve as variability absorbers, to reduce inventory levels at customers. It is important to take into account this feature when deciding the number and location of warehouses. In medium term, demand variability also affects the location of the customers, the regional balance of the demand flows and thus the very basis of the warehouse locations. It is therefore crucial to analyze the robustness of the logistics network when setting it up.

In conclusion, the objective of this project is to provide optimization models and methods to design large supply chain network efficiently, and examine the impact of demand variability in the short and medium term. We will thus consider safety stocks and robustness to cope with demand variability. The results will provide deeper insights into the way uncertainty affects the optimal design of a supply chain.

❖ ***Title of the thesis:*** *Airport noise pollution: an operational research approach. Modelling of a fair distribution of fly-over.*

***Researcher:*** Chatelain Paul

***Supervisor (s):*** Mathieu Van Vyve

***Started on:*** September 2014

***Final dissertation planned for:*** September 2019

##### SUMMARY

While air transport generates social and economic benefits, it also generates negative environmental externalities among which noise pollution is one of the most cited.

The purpose of the project is to give a better understanding of the complex interaction's mechanisms and to make transparent the hidden assumptions of the different stakeholders by developing a mathematical optimization model that provides a fair allocation of the resource in order to reach the optimal social welfare (i.e. enable a structured and documented arbitration between the stakeholder). The model intends to be global and will cover several aspect at the same time (fairness principle, flight and airports technical constraints, historical view, annoyance measure and impact on health ...).

❖ ***Title of the thesis:*** *Revisiting European day-ahead electricity market auctions*

***Researcher:*** Mehdi Madani

***Supervisor (s):*** Mathieu Van Vyve

***Started on:*** March 2012

***Final dissertation planned for:*** November 2016

## **SUMMARY**

In Europe, large amounts of electricity are traded in so-called day-ahead markets where market participants can take positions (selling or buying power) for each hour of the following day. Sell or buy orders are submitted to power exchanges, most of which are integrated at a European level under the Price Coupling of Region project. The characteristics of submitted orders describe operational and economic constraints rendering the underlying microeconomic/optimization problem 'non-convex', and most of the time, no market equilibrium exists. In Europe, uniform prices are computed, in the sense that in the auction solutions, every market participant of a same market segment (location and hour of the day) will pay or receive the same electricity price, and no other transfers/payments are considered (contrary to current practice in the US for example). The thesis proposes mixed integer programming models and algorithms for such non-convex uniform price auctions. In particular, a new bidding product allowing participants to describe startup costs which must be recovered is proposed, yielding an optimization model which can be handled efficiently from a computational point of view.



## 5 CENTRE FOR RESEARCH IN ENTREPRENEURIAL CHANGE AND INNOVATIVE STRATEGIES (CRECIS)

### 5.1 PRESENTATION

Organizations are permanently challenging their strategic capabilities and their management skills. Small or large, hi or low tech, all of them incorporate innovation and change in their core business practices. CRECIS mission is to explore innovative strategies and draw up strategic implications for the future of European corporations to support competitive advantages. We develop a strategic approach of organizations through three angles:

1. The analysis of **organizational designs** allowing **innovative strategies** management;
2. A reflection on the **entrepreneurial spirit** and responsible behaviours as guidelines for managers using these new strategic applications;
3. The study of **organizational change**, including crises studies.

Its orientation follows two main guidelines:

1. CRECIS is a multidisciplinary research centre. Members are experts in the fields of management in all dimensions of strategic transformations (change, crisis, entrepreneurship, innovation, human resources).
2. CRECIS is an applied research centre. Activities are oriented towards a balanced mix of academic research and dialogue with the business community.

### 5.2 MEMBERS

| Full faculty              | Scientific members       | Associate members                  |
|---------------------------|--------------------------|------------------------------------|
| <i>Guilhem Bascle</i>     | <i>Michel Ajzen</i>      | <i>Ignace Adant</i>                |
| <i>Paul Belleflamme</i>   | <i>Marie Antoine</i>     | <i>Gity Agboton</i>                |
| <i>Thierry Bréchet</i>    | <i>Pierre Bouchat</i>    | <i>Cédric Bazet-Simoni</i>         |
| <i>Régis Coeurderoy</i>   | <i>Stéphanie Coster</i>  | <i>Karine Cerrada Cristia</i>      |
| <i>Eric Cornuel</i>       | <i>Tanguy De Jaegere</i> | <i>André de Béthune</i>            |
| <i>Yves De Rongé</i>      | <i>Roxane De Hoe</i>     | <i>Yannick de Harlez de Deulin</i> |
| <i>Françoise de Viron</i> | <i>Loïc Decaux</i>       | <i>Olivier Giacomini</i>           |
| <i>Yves de Rongé</i>      | <i>Céline Donis</i>      | <i>Lidia Gryszkiewicz</i>          |
| <i>Nathalie Delobbe</i>   | <i>Stéphanie Dossche</i> | <i>Christophe Lejeune</i>          |
| <i>Ina Ehnert</i>         |                          |                                    |

|                               |                             |                              |
|-------------------------------|-----------------------------|------------------------------|
| <i>Dominique Elbois</i>       | <i>Marine Falize</i>        | <i>Sophie Liénard</i>        |
| <i>Benoît Gailly</i>          | <i>Christian Gnekpe</i>     | <i>Nicolas Neysen</i>        |
| <i>Evelyne Léonard</i>        | <i>Lidia Gryszkiewicz</i>   | <i>Philippe Pochet</i>       |
| <i>Amélie Jacquemin</i>       | <i>Nathalie Guilmot</i>     | <i>Fiorella Quadu</i>        |
| <i>Frank Janssen</i>          | <i>Corentin Hericher</i>    | <i>Benoît Rihoux</i>         |
| <i>Thomas Périlleux</i>       | <i>Ti Thu Thao Le</i>       | <i>Véronique rousseaux</i>   |
| <i>Anne-Catherine Provost</i> | <i>Sophie Lienart</i>       | <i>Philippe Scieur</i>       |
| <i>Laurent Taskin</i>         | <i>Emilie Malcourant</i>    | <i>Armand Spineux</i>        |
| <i>Alain Vas</i>              | <i>Thomas Pongo</i>         | <i>Florence Stinglhamber</i> |
| <i>Thierry Zintz</i>          | <i>David Qualizza</i>       | <i>Simon Verelst</i>         |
|                               | <i>Nicolas Raineri</i>      | <i>Anne Wallemacq</i>        |
|                               | <i>Marie Van Den Broeck</i> | <i>Mathieu Winand</i>        |
|                               | <i>Amélie Wuillaume</i>     |                              |
|                               | <i>Apostolos Xyraphis</i>   |                              |

### 5.3 DOCTORAL DISSERTATION COMPLETED IN 2014-2015

- ❖ **Van Bunnan, Gabriel.** *Gérer le partage des connaissances dans l'organisation : une perspective critique par l'approche politique de la régulation sociale,*

Supervisors: Taskin, Laurent; Léonard, Evelyne,  
Presented on: 08/05/2014

**Abstract:** In a context of global mobility and demographical tension, knowledge sharing appears as an important challenge for organisations. Despite the existence of several projects aiming at promote the process among the workers, several knowledge sharing practices in HRM lead to disappointments and failures. Considering that power and conflict issues have been too often neglected in the mainstream literature on this topic, this thesis proposes, in a critical perspective, an interpretative and political approach of knowledge sharing within organisation. To this end, the social regulation theory of Reynaud is mobilized in order to develop a complementary reading grid both for the study and understanding of the process.

- ❖ **Demortier, Anne-Lise.** *The human capital contribution to the company performance : the case of the knowledge-intensive firms in Luxembourg*

Supervisor: Delobbe, Nathalie; Rousseaux Anne  
Presented on: 30/06/2014

**Abstract:** Regarding the recent theoretical literature in SHRM, our research findings support the role of human capital as a key performance lever for the company's success. Based on the theoretical insights developed in state of the art essays and empirical proofs, this dissertation supports the fact that employees' individual characteristics and perceptions must be considered as intermediary mechanisms in the classical relationship between HR practices and company performance. In these words, we demonstrate the relevance to complementarily consider individual human capital components, human capital as a resource, and collective attitudes as composing the black box of the HR practices – company performance relationship. This leads us to consider the effect of HR practices on a multilevel perspective too. Through the test of this innovative model, this dissertation also overcomes methodological and statistical issues in SHRM today: our research design is based on a context-specific, longitudinal and multilevel perspective of analysis.

❖ **Glinne-Demaret, Harmony.** *Le pouvoir au cœur de la relation de service : une approche clinique en gestion,*

Supervisor: Périlleux, Thomas,  
Presented on: 02/07/2014

**Abstract:** This thesis aims to explore the power relationships within the service interaction, from the particular position of front-line worker. The question of the legitimacy of these relationships is raised from the concept of "symbolic figure of the Customer" in two service organizations. The first section of this paper describes the specific position of postal clerk, caught between an "incarnate customer" at the counter and an "invoked customer" which the management uses to legitimize decisions impacting front-line work. The second section describes the subjective experience of consultants in temporary work agencies, who are caught in tension between two customers, firms and temporary workers, whose roles and places are different and even sometimes contradictory. For each of these fields, a detailed description of the organizational system highlights contradictions that may appear in the triangular power relationships between front-line worker, customer and management. Another aim of this thesis, concomitant with the process of knowledge production on service organizations, is the construction of a reflection about the contribution of clinical and reflexive approach for management science. The main dimensions of the clinical approach, namely the co-construction, restitution and reflective analysis of the relationship between the clinician and his research object, are exploited to develop knowledge in management science, while acknowledging the limits of such a transdisciplinary approach. The position "by the side" adopted by the clinician researcher provides a different perspective, another way to look at and listen to the organization, which is complementary to a manager's vision.

❖ **Xyraphis, Apostolos.** *L'emploi des travailleurs âgés dans les entreprises de Grèce,*

Supervisor: Léonard, Evelyne,  
Presented on: 27/10/2015

**Abstract:** When facing the dilemma about retaining or retiring aging personnel in firms, from the viewpoint of businesses, the choice of the theoretical interpretation seems sensible as it involves numerous parameters that are closely related to transfer of knowledge, optimal utilization of abilities and performance criterion. All these parameters represent important ingredients of a potential competitive advantage for an economy in situation of hysteresis. All in all, it concerns perception in a

game of prevailing rationalities. Hence, from an epistemological point of view, the choice of an explanatory theory is also sensible, as the author is quite convinced that the divisions in the scientific-research community and consequently narrow-mindedness of academic approaches impede a productive understanding of relations and a managerial engineering of choices. Thus, in the Greek case demographic imbalances, institutional paradoxes and a severe economic and social crisis render the issue of the employment of the 55-64, a central but still insufficiently explored issue. The thesis deals with the way managerial choices are made on a number of institutional arrangements that occur upon several internal and external factors: regulations, laws, collective agreements, flexibility and mobility arrangements, ergonomics and individual career planning, at the firm level within specific geographical and institutional boundaries, affecting both labour market, firms etc. In a parallel way, the thesis explores the paths through which social system, general context and the Greek variety of market economy tend to affect the participation of aged workers in the employment from late 90s up to nowadays. These two aspects (organizational and institutional), as hypothesis, have been tested empirically resulting to a number of critical fields that have been identified, for both managerial and institutional action to fostering aged workers employment. Reshaping Greek economy passes through transforming its productive model, applying institutional reforms and optimizing the use of available resources. The thesis contributes to the ongoing debate by analysing the issue of the participation of older workers in Greek firms and it adds value with practical proposals for both firm's management and public policy's decision making.

❖ **Donis, Céline.** *De l'intérêt d'une lecture territoriale pour appréhender les dynamiques de transformation des espaces de travail : une perspective critique et politique en management,*

Supervisors: Schiffino-Leclercq, Nathalie ; Taskin, Laurent,  
Presented on: 29/06/2015

**Abstract:** This PhD thesis aims to grasp the experience of a clean desk policy in the context of the development of new forms of work organization. An original analytical framework is deployed based upon the articulation of geographical and managerial concepts. Through a territorial prism, the thesis aims at understanding the influences of these respatialisation processes on identity. The empirical side of the research draws on an in-depth case study and is elaborated on a qualitative approach involving a photo-elicitation technique.

❖ **Decaux, Loïc.** *Internal auditing and organizational governance : the combined assurance approach,*

Supervisor: Sarens, Gerrit,  
Presented on: 10/09/2015

**Abstract:** If risk is everywhere, why is not assurance? This is an especially important question for boards of directors since they are often required to attest the effectiveness and appropriateness of internal control and risk management systems, but how can a board do so without receiving holistic assurance? This dissertation tries to provide elements of solution by developing four essays around the concept of combined assurance. Originally introduced by The King III Report in South Africa, combined assurance represents the coordinated assurance from all assurance providers within an organization that holistically goes to the board in order that its members fulfil their risk management duties appropriately. These duties include: the effectiveness and appropriateness of risk management,

and whether significant risks are managed adequately. If a board does not understand these significant risks or does not form an adequate view of them, then a board is unable to attest that it is discharging its risk management duties. The first essay enters the black box of combined assurance by providing insights around interpretation of combined assurance, its drivers, and its benefits as experienced by several organizations having started to implement combined assurance. This essay builds on the risk management literature by describing combined assurance as a way for boards to enhance their risk management oversight duties to various stakeholders. The second essay examines the role of the internal audit function within the combined assurance approach. Interviews with key participants in the combined assurance approach suggest that the internal audit function has a pivotal role to play. The third essay explores the critical steps that an organization should follow to implement combined assurance by collecting insights from multiple case studies. It suggests a six-step approach for adequate combined assurance implementation. Finally, the fourth essay deals with the determinants of combined assurance adoption. Through an online survey instrument administered to internal auditors, the study shows that several variables allow understanding why some organizations implement combined assurance, whereas others are not.

#### 5.4 ONGOING RESEARCH PROJECTS IN 2014-2015

➤ Project Acronym: SEPLAN

**FULL TITLE:** *SYSTÈME EXPERT DE PLANIFICATION SUCCESSORALE*

**PROFESSOR IN CHARGE:** Dominique Helbois

**PERIOD:** 01/11/2013-31/12/2015

**FUNDING SOURCE:** Walloon Region

**PROGRAMME:**

**RESEARCH SUMMARY:**

The project was part of the very pressing framework of aging population in Wallonia. A consequence of this context is that many entrepreneurs of Walloon SMEs will give up their business in the near future.

It is therefore in the interest of all Walloon entrepreneur whatsoever for him, for his family, for his workers or the economy, to care about the transmission of the business real third life cycle after creation and development. This is especially true in case of death. The transmission of heritage is heavily taxed. However, the mechanisms to be implemented in this context are particularly complex.

It is indeed important to combine the donations with control guarantees, while minimizing the tax, taking into account the existence of a marriage contract, the married status without contract or cohabitant, the interest of the children sometimes from different marriages ... and finally, considering the place of residence the rules and tax rates that vary from one region to the another. Technically, this amounts to manipulate matters of civil law, tax law, accounting law and, in some cases, of international law.

The diversity of legal sources to control frequently prevents a counsellor from understanding all the fields to be covered. In this context, the objective of Seplans project was to build an intelligent system of decision support capable of using all the necessary knowledge in order to explore, the range of possible solutions on the basis of the preferences of a contractor.

➤ **PROJECT ACRONYM: INDUSTORE**

**FULL TITLE:** Gestion optimisée des moyens de flexibilité, de stockage et de production de sites industriels.

**PROFESSOR IN CHARGE:** Nathalie Delobbe

**PERIOD:** 01/10/2014-30/09/2018

**FUNDING SOURCE:** Walloon region

**PROGRAMME:** ENERGINISERE

**RESEARCH SUMMARY:**

Industore addresses the various branches of industry having a significant consumption of electricity, which are flexible in their processes and organization of storable and have storable co-products that are convertible into electricity. In Europe, these sectors are mainly the steel industry, the chemistry and the petrochemistry, the production of paper and cardboard, the wood industry as well as the food-processing industry. The number and the relevant characteristics of the target industrial sites, by sector in Europe, is difficult to estimate and will be a key stage of this project. Then, a stage of modelling of the processes will be carried out to determine the necessary characteristics from which to extract the flexibility. The objective is to establish methods of automatic calibration of the models thanks to the moderate data. The following stage will consist in designing a software general enough to be able to represent the most wide-spread industrial processes and their interconnections within a site. This stage will be accompanied with a study and with an implementation of the algorithmic solutions allowing us to effectively solve effectively the encountered problems and in a strong way.

➤ **PROJECT ACRONYM: NWOWPME**

**FULL TITLE:** Elaboration d'une plate-forme de ressources et d'échanges de bonnes pratiques pour soutenir le développement durable du travail à distance dans les PME

**PROFESSOR IN CHARGE:** Laurent Taskin

**PERIOD:** 19/02/2014-18/02/2017

**FUNDING SOURCE:** Walloon region

**PROGRAMME:** GERMAINE TILLION

**RESEARCH SUMMARY:**

The project is framed in the prospect of a professionalization of the management modes of the SME to avoid the risk being left behind of large companies regarding remote work. The project will allow the identification of the conditions at which remote work can be a source of social innovation. It aims at stimulating new forms of employment answering the specific needs of SMEs.

It will also allow us to estimate the impacts of these experiences on several dimensions: environmental protection and sustainable development, quality of life at work, the collaboration, the safety of the exchanges, the authenticity of the data, the portability of the applications, the division of platforms and remote access, telepresence, etc.

## 5.5 ONGOING PHD RESEARCH

- ❖ **Title of the thesis:** *Organizational antecedents of voluntary employee green behaviour: an organizational justice perspective*

**Researcher:** Corentin Hericher

**Supervisor (s):** Pr. Dr. Ina Aust

**Started on: admitted in** November 2015

**Final dissertation planned for:** June 2020

### SUMMARY

This doctoral dissertation will investigate the organizational antecedents of voluntary employee green behaviour (VEGB) in the workplace. VEGB can be defined as “green behaviour involving personal initiative that exceeds organizational expectations”. Organizational antecedents of VEGB include organizational practices such as Corporate Social Responsibility (CSR) and Green Human Resource Management (Green HRM). CSR can be defined as “context-specific organizational actions that take into account stakeholder’s expectations and the triple bottom line of economic, social, and environmental performance” (Aguinis, 2011, p.855) and Green HRM refers to “the HRM aspects of environmental management” (Renwick, Redman, & Maguire, 2013, p. 1).

- ❖ **Title of the thesis:** *La Nature paradoxale du travail des managers intermédiaires en contexte de changement permanent (The paradoxical Nature of the work of intermediate managers in context of permanent change)*

**Researcher:** Nathalie Guilmot

**Supervisor:** Alain Vas

**Started on:** March 2009

**Final dissertation planned for:** Mars 2016

### SUMMARY:

This doctoral research aims at a better understanding of the work of the intermediate managers. For a long time neglected in favour of the leaders, these actors of “jump ball” were the subject of numerous debates before being considered as determining agents both at the level of the conception and of the implementation of organizational changes. If the researchers in management sciences agree from now on to underline the impact of the intermediate managers on the organization, few of them tried to analyse how the context of permanent change impacts on the conflicting nature of their work.

In this perspective, the objective of this research is to answer the following questions: «what conflicts of roles do intermediate managers face in context of permanent change? In what sense are those conflicts a matter of paradoxes? How do the managers deal with them? ". To answer these questions, a study has been led for four years implying 21 intermediate managers involved in the implementation of a new computer system. Based on a constant work of round trips between theories and collected data, this research proposes an analysis of the characteristic tensions of the work of the intermediate managers and puts forward the micro-strategies of adjustment on which they lean to manage the paradoxical nature of their work in their everyday life.

❖ **Title of the thesis:** *The influence of the office on organizational identity construction. The case of open space, clean desk and home-based office.*

**Researcher:** Marie ANTOINE

**Supervisor (s):** Laurent TASKIN

**Started on:** September, 15th 2014

**Final dissertation planned for:** Undetermined

## SUMMARY

The office – and more generally the organizational space – are often regarded as circumscribed objects that can be managed. However, several authors argue that organizational space cannot only be studied as a neutral object (e.g. Lefebvre, 1974, 1991; Taylor & Spicer, 2007). Indeed, space encapsulates a symbolic dimension which is often under investigated. This dimension is related to the space *experienced* and *lived* by employees and to their interpretation and appropriation of this space. Because the organizational space is interpreted by employees, it questions the construction of organizational identity, in a symbolic-interpretivist perspective. Indeed, employees, through individual and collective understandings, are likely to construct a certain point of view about organizational identity.

This research intends to understand the role of the *office* in the construction of the organization's identity. In doing so, organizational space is not studied solely as a physical artefact nor for its performative nature (e.g. Fawcett & Chadwick, 2007; Voordt, 2004). Conversely, organizational space is studied as a symbolic system opened to numerous interpretations, regardless of the underlying managerial intentions. Thus, this research intends to hand over to organization's members (non-managerial positions) the interpretations the office unwittingly conveys about the identity of the organization.

❖ **Title of the thesis:** *Career adaptability as a framework for understanding career (self-) management: a sustainable perspective*

**Researcher:** Michaël Parmentier

**Supervisor (s):** Ina Aust (LSM) and Frédéric Nils (Psy)

**Started on:** 15/09/2015

**Final dissertation planned for:** JUNE 2019

## SUMMARY

In this research proposal, the role of individuals' adaptive resources, i.e. career adaptability, is investigated in order to understand the impact of career management practices on several work- and career-related outcomes. Career adaptability, the core construct of career construction theory, designates individual's capability to proactively construct his/her own career in an increasingly more volatile employment context (Öncel, 2014; Savickas, 2013). Furthermore, it is suggested to consider career adaptability as a tool facilitating the design of career management practices in a sustainable perspective which seek to sustain individuals' careers in the long run without compromising neither individuals' needs nor organizations' flexibility and viability (Van der Heijden & De Vos, 2015).

❖ **Title of the thesis:** *The determinants of organizational innovation: how can networking activities influence the firm's innovation capability?*

**Researcher:** Charlotte De Kort

**Supervisor (s):** Benoit Gailly

**Started on:** 01/09/2015

**Final dissertation planned for:** 01/09/2020

## SUMMARY

The objective of this doctoral dissertation is to better understand what the determinants are of organizational innovation and how networking activities (performed by individuals- participating in a network group) can influence firm innovation capabilities. Put differently, the objective is to link innovation with networking. In order to link both concepts together, the dynamic capabilities theory will be used.

This dissertation will be based on four separate papers. The objective of the first paper will be to discuss what the current body of literature proposes to be the determinants of firm's innovation capability. The objective of the second will be to empirically test the findings of the first paper. More precisely, in the second paper we will look at what individual R&D managers (of different firms) perceive as being important determinants of firm innovation capability. The third paper will be to review the current literature on social capital as a determinant of a firm's innovation capability. The fourth paper will look into how individual R&D managers (of different firms) perceive that being member of a network group can contribute to the intellectual capital of the firm

❖ **Title of the thesis:** *Analyse d'une meta-organisation internationale de la prise de décision a sa mise en œuvre : le cas de l'agence mondiale antidopage (Analysis of an International meta-organisation from the decision making to the enforcement : the case of the World Anti-doping Agency)*

**Researcher:** Emilie Malcourant

**Supervisor (s):** Alain VAS and Thierry Zintz

**Started on:** September 2009

***Final dissertation planned for:*** April 2016

## **SUMMARY**

Meta-organization is defined as an organization with other organizations as members. Those members are similar, and join meta-organization to reach a common objective, keeping their autonomy and identity while developing a meta-identity. Meta-organizations have been studied since the last decade and scholars pointed out the fact that they need consensus decision-making process in order to avoid conflicts. Our research aims at a deeper understanding of consensus decision-making leading to the edition of standards. We also emphasize the key factors that favor standards' implementation among meta-organization's members. Based on a qualitative research method of the World Anti-doping Agency, we have developed a three-phase data collection: experts' interviews, secondary data and interviews with managers of national anti-doping agencies. Through this research we contribute to both literature on meta-organization and more broadly on partial organizations.

❖ ***Title of the thesis:*** *How entrepreneurs overcome, learn and recreate after a business failure*

***Researcher:*** Roxane De Hoe

***Supervisor (s):*** Frank Janssen

***Started on:*** October 2013

***Final dissertation planned for:*** September 2019

## **SUMMARY**

Although entrepreneurial failure is perceived negatively by society, many researchers believe that it offers a real opportunity to learn. However, it is sometimes difficult to learn from failure due to the various financial, psychological and social costs. Through our conceptual model, we offer a more positive approach of entrepreneurial failure. We suggest that a high level of psychological capital plays a moderating role in the relationship between the negative consequences of failure and learning from failure. Then this learning and high psychological capital would help entrepreneurs who have failed to pursue their entrepreneurial career.

❖ ***Title of the thesis:*** *The interaction between internal technology development and external technology sourcing: the case of Biopharmaceutical industry*

***Researcher:*** Christian Gnekpe

***Supervisor (s):*** Regis Coeurderoy

***Started on:*** January 2011

***Final dissertation planned for:*** January 2017

## **SUMMARY**

This research is considered from two theoretical lenses. The first lens is Dynamic capabilities approach with a core focus on anticipation of future technological changes. This anticipation capacity is even more important given that firms operate in a fast changing environment. However, more than simply anticipate, firms should act to obtain technological knowledge either unavailable within their boundaries or that can complement their own knowledge base to face this changing environment. Merger and Acquisition (M&A) and/or strategic alliance are useful tools to achieve this goal. My aim is

to gain insights into the impact of internal technological capabilities on the choice that firms make between these tools.

This dissertation consists of three papers. The first paper is a literature review about internal technological capabilities and external technology sources as antecedents of innovation performance, which is in press in *International Journal of Technology Management*. The second paper, “Choice between Alliance and Acquisition: Effect of Internal Technological Capabilities and Patent Strategy”, has been or will be presented in international conferences (SMS in Denver 2015, EURAM in Paris 2016, and Glasgow, 2016). The last one “Inventors Capabilities and the Choice between Acquisition and Alliance” is in progress.

❖ **Title of the thesis:** *The Development of the Paralympic Movement: Towards an Institutional Explanation*

**Researcher:** Simon GÉRARD

**Supervisor (s):** Thierry Zintz

**Started on:** September 2012

**Final dissertation planned for:** September 2016

#### SUMMARY

The PhD questions one of the most vibrant and visible transformations of the international sport movement namely, the rise of the Paralympic Movement.

This study is concerned with organisational change processes and focuses on the organisational transformations which have studded the history of sport for people with an impairment. Based on neo-institutional theory, I answer the following research question: How can we explain institutional change' variability during the development of the Paralympic Movement? To this end, I designed a theoretical framework underlying two key mechanisms of institutional change: 1) the shift in the field' organising principles - institutional logic – on which individuals can build upon and 2) the actions – institutional work - undertaken by institutional entrepreneurs aimed at creating, maintaining and disrupting institutions. This research is based on document analysis.

❖ **Title of the thesis:** *Corporate Social responsibility Development and integration process by sport organizations: the case of Belgian sport federations*

**Researcher:** Géraldine ZEIMERS

**Supervisor (s):** Thierry Zintz (UCL); Annick Willem (UGent)

**Started on:** October 2014

**Final dissertation planned for:** October 2017

#### SUMMARY

This research focuses on the concept of corporate social responsibility in a sport-specific context. It specifically intends to examine the CSR construct from a strategic and cognitive perspective throughout a multi-level unit of analysis (individual, organizational and institutional). The PhD project

is divided into three steps. The first work package consists in a survey research among the entire Belgian sport federation population (121 organizations). This survey was completed by more than 75% and provided insightful information about the contextual background, the CSR practices and policies, the CSR implementation and integration process (organizational level). The second work package is a multiple case study based research that investigates the CSR development from a sensemaking approach (individual and organizational level). The cases selected for this research step are the Hockey federation (LHF); the Golf federation (VVG) and the football federation (URBSFA – ACFF-VFV). The third work package will provide a more theoretical contribution by reviewing the concept of political CSR within the sport management context (institutional level). The PhD dissertation will compile the papers produced during the research process, an original introduction and a general conclusion.

❖ **Title of the thesis:** *Regulation dynamics of teleworking practices*

**Researcher:** Michel Ajzen

**Supervisor (s):** Laurent Taskin and Evelyne Leonard

**Started on:** 16/07/13

**Final dissertation planned for:** 2019

#### **SUMMARY**

While most of the literature on teleworking focuses on the effects of that practice on different issues such as organizational performance, work-life balance, well-being or cost savings, the dissertation aims at both understanding and explaining the variability of such effects through social dynamics that occur in organizations. Facing the dominant instrumentalist approach that considers that a management practice needs to be implemented in order to be effective, the research project aims at examining the power issues by highlighting the process through which actors are able to modify, produce or contest the organizational rules and norms.

As a result, the objective of the research project is threefold. First, teleworking practices are defined as a flexibility practice in virtual organizations. Second, it objectivizes the different forms and natures of social dynamics through which compromises emerge and overlap. Finally, the research highlights the process underlying the social regulation of teleworking in organizations from a power issues perspective. The latest combines both social regulation and convention theories in order to provide an analytical framework to understand how actors interact, produce rules and norms that define the way the teleworking is practiced.

❖ **Title of the thesis:** *The impact of entrepreneurial narratives on resource acquisition*

**Researcher:** Wuillaume Amélie

**Supervisor (s):** Jacquemin Amélie and Janssen Frank

**Started on:** March 2015

**Final dissertation planned for:** 2019

#### **SUMMARY**

This thesis takes a look at the narration of the entrepreneur while he/she is seeking financial resources. The first paper has been developed in order to build a model conceptualizing how entrepreneurial narratives influence the ability of the entrepreneur to raise funds from potential individual investors. Then, the second paper will take an interest in the content of the entrepreneurial narratives (themes, words, tone...). Moreover, in the third paper, an experimentation will be conducted to analyse the impact of the narratives on the ability of the entrepreneur to raise funds (money raised, speed, number of investors...).

❖ **Title of the thesis:** *Managing the intersect: social entrepreneurship and mission tied earned income opportunities in Africa*

**Researcher:** William Asamoah Owusu

**Supervisor:** Frank Janssen

**Started on:** February, 2013

**Final dissertation planned for:** March 2018

#### SUMMARY

The purpose of this thesis is to examine how social entrepreneurs adopt earned income opportunities for sustainability in Africa. Africa is a continent where 70% of the 60 countries among the world's bottom billion resides. It is therefore an opportunity for social ventures to contribute to society through social value creation. However, social ventures in Africa face an environment in which quality resources are extremely scarce and therefore expensive (Collier, 2007; Seelos and Mair, 2005; Zahra et al., 2009). In such turbulent context, building sustainable organizations has emerged as a critical need (Weerawardena et al., 2010). Over the last twenty years, non-profits have seen the provision of resources from traditional outlets continue to decline (Froelich, 1999). On the other hand, non-profit organizations competing for these resources are increasing in number.

To access additional resources and opportunities, the pursuance of earned income strategies or entrepreneurial activity is imperative to non-profit social ventures.

❖ **Title of the thesis:** *A study towards understanding the processes underlying social entrepreneurship*

**Researcher:** Paulami MITRA

**Supervisor:** Frank Janssen (UCL) and Janice Byrne (IESEG)

**Started on:** September 2015

**Final dissertation planned for:** August 2019

#### SUMMARY

This doctoral project aims at understanding how the process of social entrepreneurship (SE) is undertaken at the micro-level, meso-level and macro level once the venture has been created. The study attempts to respond to the call on extending, elaborating and creating a balance to understand social entrepreneurship as a "process" (Dacin et al, 2011; Haugh, 2007; Tracey et al, 2011).

- ❖ **Title of the thesis:** *Making it abroad or at home: Exploring Transnational Entrepreneurship through the lens of the internationalisation strategies of Sub-Saharan African immigrant entrepreneurs in Europe*

**Researcher:** Claude Patrice Epangue

**Supervisor:** Prof. Frank Janssen

**Started in:** 2013

**Final dissertation planned for:** 2019

#### **SUMMARY**

This PhD research project aims to investigate and discuss the factors that drive or hinder the selection of internationalisation strategies taking place in the framework of Transnational Entrepreneurship. Based on multiple case studies and storytelling techniques, the dissertation will focus on Sub-Saharan African Transnational Entrepreneurs across Belgium, France and the United Kingdom. Ultimately, the findings from this research project are meant to provide a contribution to the emerging field of Transnational Entrepreneurship by questioning various aspects of the internationalisation process it involves.

- ❖ **Title of the thesis:** *Crowdfunding for social enterprises*

**Researcher:** Kai-Lan Chang

**Supervisor (s):** Frank Janssen

**Started on:** February 2015

**Final dissertation planned for:** February 2019

#### **SUMMARY**

More recently, some entrepreneurs have started to rely on the Internet to directly seek financial help from the general public (the “crowd”). However, “Crowdfunding for social Enterprises” is less mentioned in extant literature. This study will report real scenario of crowdfunding for social enterprises and explore the practice in terms of network perspective. The findings of this research are expected to contribute to the existing literature about entrepreneurship finance and social enterprises. “Quantitative” (Questionnaire survey) and “Qualitative” (Case Study) will be adopted in this study.

- ❖ **Title of the thesis:** *Social entrepreneurship*

**Researcher:** Ann Verbeke

**Supervisor (s):** Frank Janssen

**Started on:** 2016

**Final dissertation planned for:** 2022

## SUMMARY

Social enterprises have been emerging around the world for more than ten years and are currently developing an important trend (Dey 2006). These initiatives take into account a social mission with a financial profitability (Dacin, Dacin, & Tracey, 2011; Stevens, Moray, & Bruneel, 2014). Due to this important increase, this research is studying what is going to happen in the next few years. What will occur when the social entrepreneur disappears or decides to leave his/her project? Is the central role of the founder not too overbearing to allow for the survival of the social mission of the project? Social entrepreneurship has been studied in literature since 1990. Based on reviews of literature about this trend and its definition, our objective is to go further on this topic and particularly focus on the succession and the founder centrality that has received less attention in research.

❖ ***Title of the thesis: The hybridity of Social Enterprises – the threat of mission drift***

**Researcher:** Laurent Lahaye (ICHEC Brussels Management School)

**Supervisor (s):** Frank Janssen

**Started on:** May 2015 (Admission date)

**Final dissertation planned for:** 2019

## SUMMARY:

This study will investigate the threat of mission drift faced by social enterprises, and the strategies set up by social entrepreneurs in order to maintain their hybridity.

Social entrepreneurship is a growing research topic in the literature. One of the specificities of social enterprises is particularly interesting : their hybrid nature (Battilana & Lee, 2014). Social enterprises are hybrids because they are coupling a social mission with an economic activity. There is a need to study the fragile equilibrium of social enterprises maintaining their hybridity. If they focus on the social mission, they may endanger their financial survival. But if social enterprises favor the business objectives at the cost of the social mission, it is called mission drift (Cornforth, 2014; Ebrahim, Battilana, & Mair, 2014).

Based on a multilevel analysis of social enterprises, we will investigate the tensions faced by social enterprises at the individual level (motivations of social entrepreneur), at the organizational level (social capital and social networks analysis), and at the societal level (institutional theory).

Responding to the call to investigate the mission drift in African settings (Doherty, Haugh, & Lyon, 2014), we already identified a network of social enterprises in the tourism sector in Benin (Africa). The tensions faced by those social enterprises are important, due to several crisis the last years (Boko Haram, Ebola,...).

❖ ***Title of the thesis :*** La formation professionnelle continue face au défi de la justice organisationnelle. le cas des entreprises et universités vietnamiennes

**Researcher:** Lê Thi Thu Thao

**Supervisor (s):** Matthieu de NANTEUIL

**Started on:** September 2009

***Final dissertation planned for:*** January 2017

***SUMMARY:***

The vocational training policy offers the existing workforce the opportunity to grow professionally, improve their skills and obtain the promotion. But the most formed were generally the most graduate: the vocational training financed by the company is often limited to the employees, who already have a high responsibility and academic background, i.e. graduated from a university. The other ethical questions about the relationship between training and work organization arise here. To know whether the organization of work is favourable to the creation of a freedom space allowing the employees To know if the organization is likely to support trainings articulated with the reality of work or if, on to take a desirable formation and could benefit a sufficient time for the required training. the contrary, it tends to maintain the employees in a state of dependence with regard to their hierarchy, cancelling any work of self-recreation.

Various researches have studied the characteristics of the individual as independent variables influencing the inequality of access to training. Some have put the corporate responsibility on these employees' training problems but the results are marginal. We seek to understand to what extent the unequal access to training is just in Vietnam. In this work, after trying to bring our critical look at the organizational justice approach, we will discuss the sense of justice of Vietnamese employees about their training practices.

# Appendices



## 6 PUBLICATION LIST

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### JOURNAL ARTICLES

#### 2015

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## 2014

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2. Decaux, Loïc ; Sarens, Gerrit. *Determinants of combined assurance adoption : a global survey*, 2015. 20 p. <http://hdl.handle.net/2078.1/165830>
3. De Hoe, Roxane ; Giacomini, Olivier ; Janssen, Frank. *Do certain exit reasons favor entrepreneurial reentry?* (Louvain School of Management Working Paper Series; 2015/17), 2015. 21 p. <http://hdl.handle.net/2078.1/167982>
4. Alonso Garcia, Jennifer ; Devolder, Pierre. *Guarantee valuation in Notional Defined Contribution pension systems* (ISBA Discussion Paper; 2015/09), 2015. 27 p. <http://hdl.handle.net/2078.1/160930>
5. Alonso Garcia, Jennifer ; Devolder, Pierre. *Optimal mix between pay-as-you-go and funding in a multi-generational Overlapping Generations model* (ISBA Discussion Paper; 2015/10), 2015. 22 p. <http://hdl.handle.net/2078.1/160931>
6. Belleflamme, Paul ; Paolini, Dimitri. *Strategic Promotion and Release Decisions for Cultural Goods* (CORE Discussion Paper; 2015/37), 2015. 41 p. <http://hdl.handle.net/2078.1/163296>
7. Rousseaux, Véronique ; Bréchet, Thierry. *Territoires et énergies - Hier-Demain*, 2015. <http://hdl.handle.net/2078.1/156135>
8. Vrins, Frédéric ; Jeanblanc, Monique. *The  $\Phi$ -Martingale* (CORE DP; 2015/22), 2015. 31 p. <http://hdl.handle.net/2078.1/160916>

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2. Belleflamme, Paul ; Jacqmin, Julien. *An economic appraisal of MOOC platforms: business models and impacts on higher education* (CORE Discussion Paper; 2014/39), 2014. <http://hdl.handle.net/2078.1/152300>
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9. Gérard, Marcel ; Uebelmesser, Silke. *Financing Higher Education when Students and Graduates are Internationally Mobile* (IRES Discussion Papers; 2014010), 2014. 40 p. <http://hdl.handle.net/2078.1/142820>
10. Gérard, Marcel ; Uebelmesser, Silke. *Financing Higher Education when Students and Graduates are Internationally Mobile (wp version)* (Jena Economic Research Papers IRES discussion paper; 2014 - 009 2014 - 10), 2014. 40 p. <http://hdl.handle.net/2078.1/157924>
11. Moyaert, Thibaut ; Brogaard, Jonathan ; Riordan, Ryan. *High Frequency Trading and Market Stability*, 2014. 42 p. <http://hdl.handle.net/2078.1/147105>
12. Petitjean, Mikael ; VILLARD, Geoffroy. *How integrated is the European carbon derivatives market?*, 2014. 13 p. <http://hdl.handle.net/2078.1/144137>
13. Iania, Leonardo. *Information in the yield curve: A Macro-Finance approach* (National Bank of Belgium Working Paper; No 254), 2014. <http://hdl.handle.net/2078/144134>
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18. Ajzen, Michel ; Pichault, François ; Rondeaux, Giseline ; Taskin, Laurent. *Performance et Innovation en PME: quelles relations pour quelles mesures? Proposition d'une grille d'analyse et application au cas des TPE et PME wallonnes et bruxelloises* (LSM Working Paper Series; 2014/08), 2014. 26 p. <http://hdl.handle.net/2078.1/144705>
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20. Aly, Abdelrahman ; Van Vyve, Mathieu. *Securely solving classical network flow problems* (CORE Discussion Papers; 2014/57), 2014. 24 p. <http://hdl.handle.net/2078.1/152571>
21. Hoos, Florian ; D'Arcy, Anne ; Sarens, Gerrit. *Should internal auditors invest in a good relationship with the CEO? Experimental evidence from internal and external auditors' perspective*, 2014. <http://hdl.handle.net/2078/143517>
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26. Nuijten, Arno ; Sarens, Gerrit. *What happens when managers turn a deaf ear to internal auditors? Insights from a behavioral and relational perspective*, 2014. <http://hdl.handle.net/2078.1/154445>

## BOOKS

## 2015

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2. Kervyn de Meerendré, Nicolas ; Leyens, Jacques-Philippe ; Dechamps, Maïder. *De l'identité nationaliste*, Lemieux: Paris, 2015. 9782373440331. 203 p. <http://hdl.handle.net/2078.1/165294>
3. Léonard, Evelyne. *Gérer les personnes et l'ordre social dans l'entreprise*, 2015. 2804190196. <http://hdl.handle.net/2078.1/158558>
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5. *Manuel de procédure fiscale*, éd. Stevenart Meeus, François, 2nd ed. (Les manuels pratiques), Anthemis: Limal, 2015. 978-2-87455-768-2. 950 p. <http://hdl.handle.net/2078.1/168731>
6. *Organizing after crisis: The challenge of learning*, éd. Schiffino, Nathalie ; Taskin, Laurent ; Donis, Céline ; Raone, Julien (Public Action; 13), Peter Lang: Bruxelles, Bern, Berlin, Frankfurt am Main, New York, Oxford, Wien, 2015. 978-2-87574-260-5. 285 p. <http://hdl.handle.net/2078.1/167287>
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## 2014

1. de Viron, Françoise. *Bridges between Research and Practice in University Lifelong Learning: Policy Report and Recommendations*, DIALOGUE consortium (Ed.): Barcelona, 2014. <http://hdl.handle.net/2078.1/144421>
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- Taskin, Laurent ; Ajzen, Michel. *Managing sustainable and innovative workplaces: New ways of working, towards sustainable organizational performance?*, 2015. 140 p. <http://hdl.handle.net/2078.1/160585>

### 2014

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2. Léonard, Evelyne ; Spineux, Armand ; Taskin, Laurent ; Desmarets, Maxime. *Dialogue social: Evolutions et transformations*, 2014. 67 p. <http://hdl.handle.net/2078.1/150408>
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## PHD THESES

### 2015

1. Donis, Céline. *De l'intérêt d'une lecture territoriale pour appréhender les dynamiques de transformation des espaces de travail : une perspective critique et politique en management*, prom. : Schiffino-Leclercq, Nathalie ; Taskin, Laurent, 29/06/2015. <http://hdl.handle.net/2078.1/164898>
2. Lambert, Thomas. *Essays on the political economy of finance*, prom. : Schwienbacher, Armin ; Belleflamme, Paul, 11/02/2015. <http://hdl.handle.net/2078.1/157817>
3. Shamsaei, Fahimeh. *Formulations and algorithms for integrated maintenance and production planning problems*, prom. : Van Vyve, Mathieu, 02/12/2015. <http://hdl.handle.net/2078.1/167964>
4. Decaux, Loïc. *Internal auditing and organizational governance : the combined assurance approach*, prom. : Sarens, Gerrit, 10/09/2015. <http://hdl.handle.net/2078.1/165266>
5. Xyraphis, Apostolos. *L'emploi des travailleurs âgés dans les entreprises de Grèce*, prom. : Léonard, Evelyne, 27/10/2015. <http://hdl.handle.net/2078.1/166497>

### 2014

1. Braga Sangiorgi, Ugo. *A method for prototyping graphical user interfaces by sketching on multiple devices*, prom. : Vanderdonckt, Jean, 19/08/2014. <http://hdl.handle.net/2078.1/150413>
2. Gejadze, Maia. *Essays in venture capital*, prom. : Bauwens, Luc ; Giot, Pierre, 25/06/2014. <http://hdl.handle.net/2078.1/150544>
3. Detollenaere, Benoît. *Essays on implicit transaction costs*, prom. : D'Hondt, Catherine, 18/11/2014. <http://hdl.handle.net/2078.1/152738>

4. Moyaert, Thibaut. *Essays on intraday order flow dynamics and liquidity forecasting*, prom. : D'Hondt, Catherine, 24/06/2014. <http://hdl.handle.net/2078.1/150530>
5. Van Bunnan, Gabriel. *Gérer le partage des connaissances dans l'organisation : une perspective critique par l'approche politique de la régulation sociale*, prom. : Taskin, Laurent ; Léonard, Evelyne, 08/05/2014. <http://hdl.handle.net/2078.1/150527>
6. Glinne-Demaret, Harmony. *Le pouvoir au cœur de la relation de service : une approche clinique en gestion*, prom. : Périlleux, Thomas, 02/07/2014. <http://hdl.handle.net/2078.1/146476>
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8. Bartier, Anne-Laure. *New insights on consumers' perceptions of brand-induced nostalgia and its role in the formation of consumer-based brand equity*, prom. : Schuiling, Isabelle, 10/01/2014. <http://hdl.handle.net/2078.1/137716>
9. Van Malderen, Laurent. *On the effectiveness of employer transport plans : which mobility measures influence the commuting choices of employees?*, prom. : Jourquin, Bart ; Thomas, Isabelle, 16/01/2014. <http://hdl.handle.net/2078.1/161670>
10. Mlinar, Tanja. *Stochastic models for shared production resources in supply chains*, prom. : Chevalier, Philippe, 10/03/2014. <http://hdl.handle.net/2078.1/141630>
11. Demortier, Anne-Lise. *The human capital contribution to the company performance : the case of the knowledge-intensive firms in Luxembourg*, prom. : Delobbe , Nathalie ; Rousseau, Anne, 30/06/2014. <http://hdl.handle.net/2078.1/146475>
12. Lamas Vilches, Alejandro Nelson. *Three models for operations planning in a supply chain context*, prom. : Chevalier, Philippe, 10/12/2014. <http://hdl.handle.net/2078.1/153459>



## 7 JOURNAL RANKING

The scientific journals are ranked into 4 categories, from A (top journals) to D.

### A

| Journal Title                                            | ISSN      |                                                     |           |
|----------------------------------------------------------|-----------|-----------------------------------------------------|-----------|
|                                                          |           | Ecological Economics                                | 0921-8009 |
| ACM Transactions on Computer Systems                     | 0734-2071 | Econometric Theory                                  | 0266-4666 |
| ACM Transactions on Graphics                             | 0730-0301 | Econometrica                                        | 0012-9682 |
| ACM Transactions on Software Engineering and Methodology | 1049-331X | Economic Development and Cultural Change            | 0013-0079 |
| Academy of Management Journal                            | 0001-4273 | Economic Geography                                  | 0013-0095 |
| Academy of Management Review                             | 0363-7425 | Economic History Review                             | 0013-0117 |
| Accounting Review                                        | 0001-4826 | Economic Journal                                    | 0013-0133 |
| Accounting, Organisations and Society                    | 0361-3682 | Economic Theory                                     | 0938-2259 |
| Administrative Science Quarterly                         | 0001-8392 | Entrepreneurship, Theory and Practice               | 1042-2587 |
| American Economic Review                                 | 0002-8282 | Environment and Planning A                          | 0308-518X |
| American Journal of Agricultural Economics               | 0002-9092 | Environment and Planning D: Society and Space       | 0263-7758 |
| American Journal of Political Science                    | 0092-5853 | Environmental Modelling & Software                  | 1364-8152 |
| American Journal of Public Health                        | 0090-0036 | European Economic Review                            | 0014-2921 |
| American Journal of Sociology                            | 0002-9602 | European Journal of Information Systems             | 0960-085X |
| American Political Science Review                        | 0003-0554 | European Journal of Operational Research            | 0377-2217 |
| American Psychologist                                    | 0003-066X | European Journal of Political Research              | 0304-4130 |
| American Sociological Review                             | 0003-1224 | European Journal of the History of Economic Thought | 0967-2567 |
| Annales. Histoire, Sciences sociales                     | 0395-2649 | Foundations of Computational Mathematics            | 1615-3375 |
| Annals of Statistics                                     | 0090-5364 | Games and Economic Behaviour                        | 0899-8256 |
| Annual Review of Psychology                              | 0066-4308 | Health Economics                                    | 1057-9230 |
| Annual Review of Sociology                               | 0360-0572 | Health Services Research                            | 0017-9124 |
| Artificial Intelligence                                  | 0004-3702 | Human Computer Interaction                          | 0737-0024 |
| British Journal of Psychology                            | 0007-1269 | Human Relations                                     | 0018-7267 |
| British Journal of Social Psychology                     | 0144-6665 | Human Resource Management                           | 0090-4848 |
| Brookings Papers on Economic Activity                    | 0007-2303 | IEEE Pervasive Computing                            | 1536-1268 |
| Computational Linguistics                                | 0891-2017 | IEEE Transactions on Computers                      | 0018-9340 |
| Data Mining and Knowledge Discovery                      | 1384-5810 | IEEE Transactions on Evolutionary Computation       | 1089-778X |
| Demography                                               | 0070-3370 | IEEE Transactions on Fuzzy Systems                  | 1063-6706 |
|                                                          |           | IEEE Transactions on Information Theory             | 0018-9448 |

|                                                                |           |                                                       |           |
|----------------------------------------------------------------|-----------|-------------------------------------------------------|-----------|
| IEEE Transactions on Neural Networks                           | 1045-9227 | Journal of Industrial Economics                       | 0022-1821 |
| IEEE Transactions on Pattern Analysis and Machine Intelligence | 0162-8828 | Journal of International Business Studies             | 0047-2506 |
| IEEE-ACM Transactions on Networking                            | 1063-6692 | Journal of International Economics                    | 0022-1996 |
| Industrial Relations: A Journal of Economy and Society         | 0019-8676 | Journal of Labor Economics                            | 0734-306X |
| Industrial and Labor Relations Review                          | 0019-7939 | Journal of Law and Economics                          | 0022-2186 |
| Information Sciences                                           | 0020-0255 | Journal of Law, Economics and Organization            | 8756-6222 |
| Information Systems Research                                   | 1047-7047 | Journal of Machine Learning Research                  | 1532-4435 |
| International Economic Review                                  | 0020-6598 | Journal of Management                                 | 0149-2063 |
| International Journal of Industrial Organization               | 0167-7187 | Journal of Management Information Systems             | 0742-1222 |
| International Journal of Production Economics                  | 0925-5273 | Journal of Management Studies                         | 0022-2380 |
| Journal of Accounting Research                                 | 0021-8456 | Journal of Management Studies                         | 0022-2380 |
| Journal of Accounting and Economics                            | 0165-4101 | Journal of Marketing                                  | 0022-2429 |
| Journal of Applied Psychology                                  | 0021-9010 | Journal of Marketing Research                         | 0022-2437 |
| Journal of Business                                            | 0021-9398 | Journal of Monetary Economics                         | 0304-3932 |
| Journal of Business Venturing                                  | 0883-9026 | Journal of Money, Credit and Banking                  | 0022-2879 |
| Journal of Comparative Economics                               | 0147-5967 | Journal of Occupational and Organizational Psychology | 0963-1798 |
| Journal of Consumer Research                                   | 0093-5301 | Journal of Operations Management                      | 0272-6963 |
| Journal of Development Economics                               | 0304-3878 | Journal of Organisational Behaviour                   | 0894-3796 |
| Journal of Econometrics                                        | 0304-4076 | Journal of Personality and Social Psychology          | 0022-3514 |
| Journal of Economic Geography                                  | 1468-2702 | Journal of Political Economy                          | 0022-3808 |
| Journal of Economic Growth                                     | 1381-4338 | Journal of Product Innovation Management              | 0737-6782 |
| Journal of Economic History                                    | 0022-0507 | Journal of Product Innovation Management              | 0737-6782 |
| Journal of Economic Literature                                 | 0022-0515 | Journal of Public Administration: Research and Theory | 1053-1858 |
| Journal of Economic Perspectives                               | 0895-3309 | Journal of Public Economics                           | 0047-2727 |
| Journal of Economic Theory                                     | 0022-0531 | Journal of Retailing                                  | 0022-4359 |
| Journal of Economics and Management Strategy                   | 1058-6407 | Journal of Risk and Uncertainty                       | 0895-5646 |
| Journal of Environmental Economics and Management              | 0095-0696 | Journal of Rural Studies                              | 0743-0167 |
| Journal of Experimental Psychology: General                    | 0096-3445 | Journal of Urban Economics                            | 0094-1190 |
| Journal of Finance                                             | 0022-1082 | Journal of Vocational Behavior                        | 0001-8791 |
| Journal of Financial Economics                                 | 0304-405X | Journal of Web Semantics                              | 1570-8268 |
| Journal of Financial and Quantitative Analysis                 | 0022-1090 | Journal of the ACM                                    | 0004-5411 |
| Journal of Health Economics                                    | 0167-6296 | Journal of the Academy of Marketing Science           | 0092-0703 |
| Journal of Human Resources                                     | 0022-166X | Journal of the American Statistical Association       | 0162-1459 |

|                                                                 |           |                                                |           |
|-----------------------------------------------------------------|-----------|------------------------------------------------|-----------|
| Journal of the Royal Statistical Society Series B (Methodology) | 1369-7412 | Psychological Methods                          | 1082-989X |
| Leadership Quarterly                                            | 1048-9843 | Psychological Review                           | 0033-295X |
| MIS Quarterly                                                   | 0276-7783 | Public Administration Review                   | 0033-3352 |
| Management Science                                              | 0025-1909 | Public Opinion Quarterly                       | 0033-362X |
| Marketing Science                                               | 0732-2399 | Quantum Information & Computation              | 1533-7146 |
| Mathematical Programming                                        | 0025-5610 | Quarterly Journal of Economics                 | 0033-5533 |
| Mathematics of Operations Research                              | 0364-765X | RAND Journal of Economics                      | 0741-6261 |
| Mis Quarterly                                                   | 0276-7783 | Regional Studies                               | 0034-3404 |
| Neural Computation                                              | 0899-7667 | Research Policy                                | 0048-7333 |
| Operations Research                                             | 0030-364X | Review of Accounting Studies                   | 1380-6653 |
| Organization Science                                            | 1047-7039 | Review of Economic Studies                     | 0034-6527 |
| Organization Studies                                            | 0170-8406 | Review of Economics and Statistics             | 0034-6535 |
| Organizational Behaviour and Human Decision Processes           | 0749-5978 | Review of Financial Studies                    | 0893-9454 |
| Pattern Recognition                                             | 0031-3203 | Risk Analysis: An International Journal        | 0272-4332 |
| Personality and Social Psychology Bulletin                      | 0146-1672 | Social Policy and Administration               | 0277-9536 |
| Personnel Psychology                                            | 0031-5826 | Social Science and Medicine                    | 0306-3127 |
| Production and Operations Management                            | 1059-1478 | Strategic Management Journal                   | 0143-2095 |
| Psychological Bulletin                                          | 0033-2909 | Transportation Research Part B: Methodological | 0191-2615 |
|                                                                 |           | World Bank Economic Review                     | 0258-6770 |
|                                                                 |           | World Development                              | 0305-750X |

**B**

| Journal Title                                                  | ISSN      |                                                 |           |
|----------------------------------------------------------------|-----------|-------------------------------------------------|-----------|
| ACM Computing Surveys                                          | 0360-0309 | Accounting and Business Research                | 0001-4788 |
| ACM Transactions on Database Systems (TODS)                    | 0362-5915 | Accounting, Auditing and Accountability Journal | 0951-3574 |
| ACM Transactions on Human-Computer Interaction (TOCHI)         | 1073-0516 | Accounting, Business and Financial History      | 0958-5206 |
| ACM Transactions on Informations Systems (TOTS)                | 1046-8188 | Acta Psychologica                               | 0001-6918 |
| ACM Transactions on Modelling and Computer Simulation (TOMACS) | 1049-3301 | Advances in Applied Probability                 | 0021-9002 |
| ACTA Informatica                                               | 0001-5903 | Advances in Strategic Management                | 0742-3322 |
| Academy of Management Executive                                | 0896-3789 | American Educational Research Journal           | 0002-8312 |
| Academy of Management, Learning and Education                  | 1537-260X | American Journal of Psychology                  | 0002-9556 |
| Accounting Horizons                                            | 0888-7993 | American Law and Economics Review               | 1465-7252 |
|                                                                |           | Annales d'Economie et Statistiques              | 0769-489X |
|                                                                |           | Annals of Operations Research                   | 0254-5330 |
|                                                                |           | Annals of Probability                           | 0091-1798 |

|                                                     |           |                                                   |           |
|-----------------------------------------------------|-----------|---------------------------------------------------|-----------|
| Annals of Regional Science                          | 0570-1864 | Cyberpsychology & Behavior                        | 1094-9313 |
| Annals of Tourism Research                          | 0160-7383 | Decision Sciences                                 | 0011-7315 |
| Annual Review of Information Science and Technology | 0066-4200 | Decision Support Systems                          | 0167-9236 |
| Antitrust Bulletin                                  | 0003-603X | Development and Change                            | 0012-155X |
| Antitrust Law Journal                               | 0003-6056 | Distributed Computing                             | 0178-2770 |
| Antitrust Law and Economics Review                  | 0003-6048 | Econometrics Journal                              | 1368-4221 |
| Applied Economics                                   | 0003-6846 | Economic Development Quarterly                    | 0891-2424 |
| Applied Soft Computing                              | 1568-4946 | Economic Inquiry                                  | 0095-2583 |
| Asia Pacific Journal of Management                  | 0217-4561 | Economic Modelling                                | 0264-9993 |
| Auditing: A Journal of Practice and Theory          | 0278-0380 | Economic Policy                                   | 0266-4658 |
| Behavioral Research in Accounting                   | 1050-4753 | Economic and Industrial Democracy                 | 0143-831X |
| British Accounting Review                           | 0890-8389 | Economica                                         | 0013-0427 |
| British Educational Research Journal                | 0141-1926 | Economics Letters                                 | 0165-1765 |
| British Journal of Industrial Relations             | 0007-1080 | Economics and Philosophy                          | 0266-2671 |
| British Journal of Management                       | 1045-3172 | Economics of Education Review                     | 0272-7757 |
| British Journal of Political Science                | 0007-1234 | Economics of Transition                           | 0967-0750 |
| British Journal of Sociology                        | 0007-1315 | Economy and Society                               | 0308-5147 |
| Business History                                    | 0007-6791 | Energy Economics                                  | 0140-9883 |
| Business History Review                             | 0007-6805 | Energy Journal                                    | 0195-6574 |
| California Management Review                        | 0008-1256 | Energy Policy                                     | 0301-4215 |
| Cambridge Journal of Economics                      | 0309-166X | Entrepreneurship and Regional Development         | 0898-5626 |
| Canadian Journal of Economics                       | 0008-4085 | Environment and Planning B: Planning and Design   | 0308-2164 |
| China Economic Review                               | 1043-951X | Environment and Planning C: Government and Policy | 0263-774X |
| Climate Policy                                      | 1469-3062 | Environmental Modelling and Assessment            | 1420-2026 |
| Communications of the ACM                           | 0001-0782 | Environmental and Resource Economics              | 0924-6460 |
| Comptabilité Contrôle Audit                         | 1262-2788 | Environmental and Resource Economics              | 0924-6460 |
| Computational Intelligence                          | 0824-7935 | European Accounting Review                        | 0963-8180 |
| Computer                                            | 0018-9162 | European Finance Review                           | 1382-6662 |
| Computers & Education                               | 0360-1315 | European Financial Management                     | 1354-7798 |
| Computers and Operations Research                   | 0305-0548 | European Journal of Industrial Relations          | 0959-6801 |
| Connection Science                                  | 0954-0091 | European Journal of International Law             | 1464-3586 |
| Contemporary Accounting Research                    | 0823-9150 | European Journal of Political Economy             | 0176-2680 |
| Critical Perspectives on Accounting                 | 1045-2354 | European Journal of Social Psychology             | 0046-2772 |
| Critical Review                                     | 0891-3811 | European Journal of Sociology                     | 0003-9756 |

|                                                                   |           |                                                                  |           |
|-------------------------------------------------------------------|-----------|------------------------------------------------------------------|-----------|
| European Review of Agricultural Economics                         | 0165-1587 | IEEE Transaction on Systems, Man and Cybernetics - C             | 1094-6977 |
| European Review of Economic History                               | 1361-4916 | IEEE Transactions on Engineering Management                      | 0018-9391 |
| European Urban and Regional Studies                               | 0969-7764 | IEEE Transactions on Knowledge & Data Engineering                | 1041-4347 |
| Evolutionary Computation                                          | 1063-6560 | IEEE Transactions on Mobile Computing                            | 1536-1233 |
| Experimental Economics                                            | 1386-4157 | IEEE Transactions on Multimedia                                  | 1520-9210 |
| Expert Systems with Applications                                  | 0957-4174 | IEEE Transactions on Reliability                                 | 0018-9829 |
| Explorations in Economic History                                  | 0014-4983 | IEEE Transactions on Software Engineering                        | 0098-5589 |
| Feminist Economics                                                | 1354-5701 | IEEE Wireless Communications                                     | 1536-1284 |
| Finance                                                           | 0752-6180 | IMF: Staff Papers                                                | 1020-7635 |
| Finance and Stochastics                                           | 0949-2984 | INFORMS Journal on Computing                                     | 1526-5528 |
| Financial Accountability and Management                           | 0267-4424 | Industrial Law Journal                                           | 0305-9332 |
| Financial Analysts Journal                                        | 0015-198X | Industrial Marketing Management                                  | 0019-8501 |
| Financial Management                                              | 0046-3892 | Industrial and Corporate Change                                  | 0960-6491 |
| Financial Markets, Institutions and Instruments                   | 0963-8008 | Information Processing & Management                              | 0306-4573 |
| Financial Review                                                  | 0732-8516 | Information Systems                                              | 0306-4379 |
| Futures                                                           | 0016-3287 | Information Systems Journal                                      | 1350-1917 |
| Fuzzy Sets & Systems                                              | 0165-0114 | Information and Management                                       | 0378-7206 |
| Geneva Risk and Insurance Review                                  | 1554-964X | Information and Organization                                     | 0959-8022 |
| Governance: An International Journal of Policy and Administration | 0952-1985 | International Journal of Accounting                              | 0020-7063 |
| Group Decision and Negotiation                                    | 0926-2644 | International Journal of Electronic Commerce                     | 1086-4415 |
| Group and Organization Management                                 | 1059-6011 | International Journal of Flexible Manufacturing Systems          | 0920-6299 |
| Harvard Business Review                                           | 0017-8012 | International Journal of Forecasting                             | 0169-2070 |
| Health Affairs                                                    | 0278-2715 | International Journal of Game Theory                             | 0020-7276 |
| Health Policy                                                     | 0168-8510 | International Journal of High Performance Computing Applications | 1094-3420 |
| History of Political Economy                                      | 0018-2702 | International Journal of Human Resource Management               | 0958-5192 |
| Human Performance                                                 | 0895-9285 | International Journal of Human-Computer Studies                  | 1071-5819 |
| Human Resource Management Journal                                 | 0954-5395 | International Journal of Management Reviews                      | 1460-8545 |
| Human Resource Management Review                                  | 1053-4822 | International Journal of Operations and Production Management    | 0144-3577 |
| IBM Systems Journal                                               | 0018-8670 | International Journal of Production Research                     | 0020-7543 |
| IEEE Internet Computing                                           | 1089-7801 | International Journal of Research in Marketing                   | 0167-8116 |
| IEEE Network                                                      | 0890-8044 | International Journal of Selection and Assessment                | 0965-075X |
| IEEE Software                                                     | 0740-7459 |                                                                  |           |
| IEEE Transaction on Systems, Man and Cybernetics - A              | 1083-4427 |                                                                  |           |

|                                                                  |           |                                                                      |           |
|------------------------------------------------------------------|-----------|----------------------------------------------------------------------|-----------|
| International Regional Science Review                            | 0160-0176 | Journal of European Social Policy                                    | 0958-9287 |
| International Review of Financial Analysis                       | 1057-5219 | Journal of Evolutionary Economics                                    | 0936-9937 |
| International Review of Industrial and Organizational Psychology | 0886-1528 | Journal of Experimental Psychology: Human Perception and Performance | 0096-1523 |
| International Review of Law and Economics                        | 0144-8188 | Journal of Experimental Psychology: Learning, Memory and Cognition   | 0278-7393 |
| International Small Business Journal                             | 0266-2426 | Journal of Experimental Social Psychology                            | 0022-1031 |
| International Tax and Public Finance                             | 0927-5940 | Journal of Financial Intermediation                                  | 1042-9573 |
| International and Comparative Law Quarterly                      | 0020-5893 | Journal of Financial Markets                                         | 1386-4181 |
| Journal of Accounting Literature                                 | 0737-4607 | Journal of Financial Research                                        | 0270-2592 |
| Journal of Accounting and Public Policy                          | 0278-4254 | Journal of Forecasting                                               | 0277-6693 |
| Journal of Accounting, Auditing and Finance                      | 0148-558X | Journal of Futures Markets                                           | 0270-7314 |
| Journal of Advertising                                           | 0091-3367 | Journal of Global Information Management                             | 1062-7375 |
| Journal of Advertising Research                                  | 0021-8499 | Journal of Information Technology                                    | 0268-3962 |
| Journal of African Economies                                     | 0963-8024 | Journal of Institutional and Theoretical Economics                   | 0932-4569 |
| Journal of Applied Econometrics                                  | 0883-7252 | Journal of International Economic Law                                | 1369-3034 |
| Journal of Banking and Finance                                   | 0378-4266 | Journal of International Financial Markets, Institutions and Money   | 1042-4431 |
| Journal of Behavioural Decision Making                           | 0894-3257 | Journal of International Money and Finance                           | 0261-5606 |
| Journal of Business Ethics                                       | 0167-4544 | Journal of Legal Studies                                             | 0047-2530 |
| Journal of Business Finance and Accounting                       | 0306-686X | Journal of Macroeconomics                                            | 0164-0704 |
| Journal of Business Research                                     | 0148-2963 | Journal of Management Inquiry                                        | 1056-4926 |
| Journal of Business Venturing                                    | 0883-9026 | Journal of Mathematical Economics                                    | 0304-4068 |
| Journal of Business and Economic Statistics                      | 0735-0015 | Journal of Policy Analysis and Management                            | 0276-8739 |
| Journal of Computer and System Sciences                          | 0022-0000 | Journal of Population Economics                                      | 0933-1433 |
| Journal of Consumer Psychology                                   | 1057-7408 | Journal of Portfolio Management                                      | 0095-4918 |
| Journal of Corporate Finance                                     | 0929-1199 | Journal of Public Economic Theory                                    | 1097-3923 |
| Journal of Cross-Cultural Psychology                             | 0022-0221 | Journal of Quality Technology                                        | 0022-4065 |
| Journal of Database Management                                   | 1063-8016 | Journal of Regional Science                                          | 0022-4146 |
| Journal of Development Studies                                   | 0022-0388 | Journal of Regulatory Economics                                      | 0922-680X |
| Journal of Economic Behaviour and Organization                   | 0167-2681 | Journal of Risk and Insurance                                        | 0022-4367 |
| Journal of Economic Dynamics and Control                         | 0165-1889 | Journal of Scheduling                                                | 1094-6136 |
| Journal of Economic Methodology                                  | 1350-178X | Journal of Services Marketing                                        | 0887-6045 |
| Journal of Economic Surveys                                      | 0950-0804 | Journal of Small Business Management                                 | 0047-2778 |
| Journal of Empirical Finance                                     | 0927-5398 | Journal of Social Policy                                             | 0047-2794 |
| Journal of Epidemiology & Community Health                       | 0143-005X | Journal of Statistical Software                                      | 1548-7660 |
| Journal of European Public Policy                                | 1350-1763 |                                                                      |           |

|                                                                           |           |                                                        |           |
|---------------------------------------------------------------------------|-----------|--------------------------------------------------------|-----------|
| Journal of Strategic Information Systems                                  | 0963-8687 | Non-Profit and Voluntary Sector Quarterly              | 0899-7640 |
| Journal of Transport Economics and Policy                                 | 0022-5258 | OR Spectrum                                            | 0171-6468 |
| Journal of World Business                                                 | 1090-9516 | Omega: The International Journal of Management Science | 0305-0483 |
| Journal of the American Society for Information Science and Technology    | 1532-2882 | Operations Research Letters                            | 0167-6377 |
| Journal of the Association of Information Systems (JAIS)                  | 1536-9323 | Organization                                           | 1350-5084 |
| Journal of the European Economic Association (JEEA)                       | 1542-4766 | Organizational Dynamics                                | 0090-2616 |
| Journal of the History of Economic Thought                                | 1042-7716 | Organizational Research Methods                        | 1094-4281 |
| Journal of the Operational Research Society                               | 0160-5682 | Oxford Bulletin of Economics and Statistics            | 0305-9049 |
| Journal of the Royal Statistical Society Series A (Statistics in Society) | 0964-1998 | Oxford Economics Papers                                | 0030-7653 |
| Kyklos                                                                    | 0023-5962 | Oxford Journal of Legal Studies                        | 1464-3820 |
| Labour Economics                                                          | 0927-5371 | Oxford Review of Economic Policy                       | 0266-903X |
| Land Economics                                                            | 0023-7639 | Papers in Regional Science                             | 1056-8190 |
| Leisure Sciences                                                          | 0149-0400 | Personality and Individual Differences                 | 0191-8869 |
| Long Range Planning                                                       | 0024-6301 | Pharmacoeconomics                                      | 1170-7690 |
| M@na@gement                                                               | 1286-4892 | Philosophy and Public Affairs                          | 1088-4963 |
| MIT Sloan Management Review                                               | 0019-848X | Policy and Politics                                    | 0305-5736 |
| Machine Learning                                                          | 0885-6125 | Political Science Quarterly                            | 0032-3195 |
| Macroeconomic Dynamics                                                    | 1365-1005 | Population                                             | 0032-4663 |
| Management Accounting Research                                            | 1044-5005 | Post-Communist Economies                               | 1463-1377 |
| Management Learning                                                       | 1350-5076 | Production Planning and Control                        | 0953-7287 |
| Manufacturing and Service Operations Management (M&SOM)                   | 1523-4614 | Psychological Research                                 | 0340-0727 |
| Marketing Letters                                                         | 0923-0645 | Psychology and Marketing                               | 0742-6046 |
| Mathematical Finance                                                      | 0960-1627 | Public Administration: An International Quarterly      | 0033-3298 |
| Mathematical Social Sciences                                              | 0165-4896 | Public Choice                                          | 0048-5829 |
| Medical Care                                                              | 0025-7079 | Quality of Life Research                               | 0962-9343 |
| Medical Decision Making                                                   | 0272-989X | Quarterly Journal of Business and Economics            | 0747-5535 |
| Milbank Memorial Fund Quarterly - The Milbank Quarterly                   | 0887-378X | Quarterly Journal of Experimental Psychology           | 0272-4987 |
| National Tax Journal                                                      | 0028-0283 | R & D Management                                       | 0033-6807 |
| Naval Research Logistics                                                  | 0894-069X | Recherche et Application en Marketing                  | 0767-3701 |
| Neural Networks                                                           | 0893-6080 | Regional Science and Urban Economics                   | 0166-0462 |
| New Technology, Work and Employment                                       | 0268-1072 | Reliability Engineering and System Safety              | 0951-8320 |
|                                                                           |           | Requirements Engineering                               | 0947-3602 |
|                                                                           |           | Research in Organizational Behavior                    | 0191-3085 |
|                                                                           |           | Research in the Sociology of Organizations             | 0733-558X |

|                                               |           |                                                                     |           |
|-----------------------------------------------|-----------|---------------------------------------------------------------------|-----------|
| Resource and Energy Economics                 | 0928-7655 | Studies in Higher Education                                         | 0307-5079 |
| Review of Economic Dynamics                   | 1094-2025 | Systèmes d'Information et Management                                | 1260-4984 |
| Review of Finance                             | 1572-3097 | Technological Forecasting and Social Change                         | 0040-1625 |
| Review of Income and Wealth                   | 0034-6586 | The International Journal of Technology Assessment in Health        | 0266-4623 |
| Review of Industrial Organization             | 0889-938X | Theoretical economics                                               | 1555-7561 |
| Review of International Economics             | 0965-7576 | Theory Culture and Society                                          | 0263-2764 |
| Review of International Political Economy     | 0969-2290 | Theory and Decision                                                 | 0040-5833 |
| Review of Quantitative Finance and Accounting | 0924-865X | Third World Quarterly                                               | 0143-6597 |
| Review of World Economics                     | 1610-2878 | Tourism Management                                                  | 0261-5177 |
| Scandinavian Journal of Economics             | 0347-0520 | Town Planning Review                                                | 0041-0020 |
| Scottish Journal of Political Economy         | 0036-9292 | Transportation Research Part A: Policy and Practice                 | 0965-8564 |
| Siam Journal on Computing                     | 0097-5397 | Transportation Research Part C: Emerging Technologies               | 0968-090X |
| Sigmoid Record                                | 0163-5808 | Transportation Research Part E: Logistics and Transportation Review | 1366-5545 |
| Small Business Economics                      | 0921-898X | Transportation Science                                              | 0041-1655 |
| Small Group Research                          | 0176-1714 | Urban Studies                                                       | 0042-0980 |
| Social Choice and Welfare                     | 1046-4964 | Value in Health                                                     | 1098-3015 |
| Sociological Methodology                      | 0081-1750 | Work and Occupations                                                | 0730-8884 |
| Sociological Review                           | 0038-0296 | Work and Stress                                                     | 0267-8373 |
| Sociological Theory                           | 0736-2751 | Work, Employment and Society                                        | 0950-0170 |
| Southern Economic Journal                     | 0038-4038 | World Economy                                                       | 0378-5920 |
| Statistical Science                           | 0883-4237 |                                                                     |           |

## C

| Journal Title                             | ISSN      |                                             |           |
|-------------------------------------------|-----------|---------------------------------------------|-----------|
| AMBIO: A Journal of the Human Environment | 0044-7447 | Administration and Society                  | 0095-3997 |
| Abacus                                    | 0001-3072 | Advances in Accounting                      | 0882-6110 |
| Academy of Marketing Science Review       | 1526-1794 | Advances in Consumer Research               | 0915-5524 |
| Accounting Education                      | 0963-9284 | Advances in Developing Human Resources      | 1523-4223 |
| Accounting Forum                          | 0155-9982 | Advances in Econometrics: A Research Annual | 0731-9053 |
| Accounting Historians Journal             | 0148-4184 | Advances in International Accounting        | 0897-3660 |
| Accounting History                        | 1032-3732 | Advances in Taxation                        | 1058-7497 |
| Accounting and Finance                    | 0810-5391 | African Development Review                  | 1017-6772 |
|                                           |           | Agricultural Economics                      | 0169-5150 |

|                                                           |           |                                                       |           |
|-----------------------------------------------------------|-----------|-------------------------------------------------------|-----------|
| American Behavioral Scientist                             | 0002-7642 | Business Ethics Quarterly                             | 1052-150X |
| American Business Law Journal                             | 0002-7766 | Business Ethics: A European Review                    | 0962-8770 |
| American Journal of Economics and Sociology               | 0002-9246 | Business Strategy and the Environment                 | 0964-4733 |
| American Journal of Evaluation                            | 1098-2140 | Business and Society                                  | 0007-6503 |
| American Review of Public Administration                  | 0275-0740 | Cahiers d'Economie Politique                          | 0154-8344 |
| American Sociologist                                      | 0003-1232 | Canadian Journal of Administrative Sciences           | 0825-0383 |
| American Statistician                                     | 0003-1305 | Canadian Journal of Agricultural Economics            | 0008-3976 |
| Annals of Finance                                         | 1614-2446 | Canadian Journal of Development Studies               | 0225-5189 |
| Annals of Public and Cooperative Economics                | 1370-4788 | Canadian Journal of Regional Science                  | 0705-4580 |
| Annual Review of Information Science and Technology       | 0066-4200 | Capital and Class                                     | 0309-8168 |
| Applied Artificial Intelligence                           | 0883-9514 | China Quarterly                                       | 0305-7410 |
| Applied Cognitive Psychology                              | 0954-1446 | Climatic Change                                       | 0165-0009 |
| Applied Economics Letters                                 | 1350-4851 | Common Market Law Review                              | 0165-0750 |
| Applied Financial Economics                               | 0960-3107 | Communications of the AIS                             | 1529-3181 |
| Applied Mathematical Finance                              | 1350-486X | Community Development Journal                         | 0010-3802 |
| Applied Psychological Measurement                         | 0146-6216 | Comparative Economic Studies                          | 0888-7233 |
| Applied Psychology: An International Review               | 0269-994X | Competition and Change                                | 1024-5294 |
| Asia Pacific Business Review                              | 1360-2381 | Computational Economics                               | 0927-7099 |
| Asia Pacific Journal of Human Resources                   | 1038-4111 | Computational Statistics                              | 0943-4062 |
| Asian Journal of Political Science                        | 0218-5377 | Computer Journal                                      | 0010-4620 |
| Australian Economic History Review                        | 0004-8992 | Computers and Industrial Engineering                  | 0360-8352 |
| Australian Economic Review                                | 0004-9018 | Construction Management and Economics                 | 0144-6193 |
| Australian Journal of Agricultural and Resource Economics | 1364-985X | Consumption, Markets and Culture                      | 1025-3866 |
| Australian Journal of Management                          | 0312-8962 | Contemporary Economic Policy                          | 1074-3529 |
| Australian Journal of Public Administration               | 0313-6647 | Contemporary Sociology                                | 0094-3061 |
| Banque et Marchés                                         | 1167-4946 | Contributions to Political Economy                    | 1464-3588 |
| Behaviour and Information Technology                      | 0144-929X | Cornell Hotel and Restaurant Administration Quarterly | 0010-8804 |
| British Journal of Educational Technology                 | 0007-1013 | Cornell International Law Journal                     | 0010-8812 |
| British Journal of Guidance and Counselling               | 0306-9885 | Corporate Governance: An International Review         | 0964-8410 |
| British Journal of Social Work                            | 0045-3102 | Culture and Organization                              | 1475-9551 |
| British Tax Review                                        | 0007-1870 | Current Issues in Tourism                             | 1368-3500 |
| Bulletin of Economic Research                             | 0307-3378 | Database                                              | 0095-0033 |
| Bulletin of Indonesian Economic Studies                   | 0007-4918 | Database for Advances in Information Systems          | 1532-0936 |
|                                                           |           | Decision Analysis                                     | 1545-8490 |

|                                                  |           |                                                        |           |
|--------------------------------------------------|-----------|--------------------------------------------------------|-----------|
| Decisions in Economics and Finance               | 1593-8883 | European Journal of Comparative Economics              | 1824-2979 |
| Defence and Peace Economics                      | 1024-2694 | European Journal of Finance                            | 1351-847X |
| Developing Economies                             | 0012-1533 | European Journal of Health Economics                   | 1439-3972 |
| Discrete Optimization                            | 1572-5286 | European Journal of Law and Economics                  | 0929-1261 |
| Décisions Marketing                              | 0779-7389 | European Journal of Marketing                          | 0309-0566 |
| Eastern European Economics                       | 0012-8775 | European Journal of Population                         | 0168-6577 |
| Ecological Modelling                             | 0304-3800 | European Journal of Public Health                      | 1101-1262 |
| Econometric Reviews                              | 0747-4938 | European Journal of Work and Organizational Psychology | 1359-432X |
| Economic Record                                  | 0013-0249 | European Law Journal                                   | 1351-5993 |
| Economic Systems                                 | 0939-3625 | European Management Journal                            | 0263-2373 |
| Economics Bulletin                               | 1545-2921 | European Management Review                             | 1740-4754 |
| Economics and Politics                           | 0954-1985 | European Planning Studies                              | 0965-4313 |
| Economics of Governance                          | 1435-8131 | Evaluation                                             | 1356-3890 |
| Economics of Innovation and New Technology       | 1043-8599 | Expert Systems: the Journal of Knowledge Engineering   | 0266-4720 |
| Economics of Planning                            | 0013-0451 | Family Business Review                                 | 0894-4865 |
| Economie Internationale                          | 1240-8093 | Finance Contrôle Stratégie                             | 1287-1141 |
| Economie et Prévision                            | 0249-4744 | Financial History Review                               | 0968-5650 |
| Economie et Statistique                          | 0336-1454 | Financial Markets and Portfolio Management             | 1555-4961 |
| Economist (Netherlands Economic Association)     | 0013-063X | Fiscal Studies                                         | 0143-5671 |
| Education Economics                              | 0964-5292 | Food Policy                                            | 0306-9192 |
| Educational Management and Administration        | 0263-211X | Gender, Work and Organization                          | 0968-6673 |
| Educational Psychology                           | 0144-3410 | Geneva Papers on Risk and Insurance Theory             | 0926-4957 |
| Emerging Markets Finance and Trade               | 1540-496X | German Economic Review                                 | 1465-6485 |
| Emerging Markets Review                          | 1566-0141 | Global Environmental Change                            | 0959-3780 |
| Employee Relations                               | 0142-5455 | Global Finance Journal                                 | 1044-0283 |
| Energy Studies Review                            | 0843-4379 | Group Dynamics: Theory, Research and Practice          | 1089-2699 |
| Enterprise and Society                           | 1467-2227 | Group Processes and Intergroup Relations               | 1368-4302 |
| Environment and Development Economics            | 1355-770X | Growth and Change                                      | 0017-4815 |
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| Environmental Values                             | 0963-2719 | Health Care Management Review                          | 0361-6274 |
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| European Business Review                         | 0955-534X | Hitotsubashi Journal of Economics                      | 0018-280X |
| European Journal of Communication                | 0267-3231 |                                                        |           |

|                                                                 |           |                                                                  |           |
|-----------------------------------------------------------------|-----------|------------------------------------------------------------------|-----------|
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| Human Resource Development Quarterly                            | 1044-8004 | International Journal of Human-Computer Interaction              | 1044-7318 |
| Human Resource Development Review                               | 1534-4843 | International Journal of Information Management                  | 0268-4012 |
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|                                                          |           |                                                  |           |
|----------------------------------------------------------|-----------|--------------------------------------------------|-----------|
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|------------------------------------------------------------------------|-----------|------------------------------------------------------------|-----------|
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|------------------------------------------------------------------------|-----------|------------------------------------------------------------------------|-----------|
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| Local Government Studies                                               | 0300-3930 | Political Quarterly                                                    | 0032-3179 |
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| Management International Review                                        | 0025-181X | Population and Environment                                             | 0199-0039 |
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| Middle East Policy                                                     | 1061-1924 | Public Budgeting and Finance                                           | 0275-1100 |
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| Natural Resources Forum                                                | 0165-0203 | Public Personnel Management                                            | 0091-0260 |
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| Networks                                                               | 0028-3045 | Public Productivity and Management Review                              | 1044-8039 |
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|-------------------------------------------------------------|-----------|---------------------------------------------------|-----------|
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| Quality and Reliability Engineering International           | 0748-8017 | Revue de Philosophie Economique                   | 1376-0971 |
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| Quarterly Review of Economics and Finance                   | 1062-9769 | Schmalenbach Business Review                      | 0341-2687 |
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| Research in Economic History                                | 1054-1098 | Social Science Quarterly                          | 0038-4941 |
| Research in Economics                                       | 1090-9443 | Society and Business Review                       | 1746-5680 |
| Research in International Business and Finance              | 0275-5319 | Society and Natural Resources                     | 0894-1920 |
| Research in Law and Economics                               | 0193-5895 | Socio-Economic Review                             | 1475-1461 |
| Research-Technology Management                              | 0895-6308 | Sociologie du Travail                             | 0038-0385 |
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| Review of Accounting and Finance                            | 1475-7702 | Spanish Economic Review                           | 1435-5469 |
| Review of Agricultural Economics                            | 1058-7195 | Statistics and Computing                          | 0960-3174 |
| Review of Derivatives Research                              | 1380-6645 | Strategic Change                                  | 1086-1718 |
| Review of Economic Design                                   | 1434-4742 | Strategic Organization                            | 1476-1270 |
| Review of Economics of the Household                        | 1569-5239 | Studies in Economics and Finance                  | 1086-7376 |
| Review of Financial Economics                               | 1058-3300 | Studies in Nonlinear Dynamics and Econometrics    | 1081-1826 |
| Review of Law and Economics                                 | 1555-5879 | Studies in Nonlinear Dynamics and Econometrics    | 1558-3708 |
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| Revue Economique                                            | 0035-2764 | Systems Research and Behavioral Science           | 1092-7026 |
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|                                                   |           |                                                                           |           |
|---------------------------------------------------|-----------|---------------------------------------------------------------------------|-----------|
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| Transportation                                    | 0049-4488 |                                                                           |           |

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| Journal Title                                    | ISSN      |                                                             |           |
|--------------------------------------------------|-----------|-------------------------------------------------------------|-----------|
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|                                                                        |           |                                                          |           |
|------------------------------------------------------------------------|-----------|----------------------------------------------------------|-----------|
| Communications & Strategies                                            | 1157-8637 | Engineering, Construction and Architectural Management   | 0969-998X |
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|                                                                        |           |                                                                         |           |
|------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------|-----------|
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