

## CURRICULUM VITAE

**SERRANO ARCHIMI Carolina**

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Status

Assistant Professor  
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### EDUCATION

- 2009 : *DOCTORATE IN MANAGEMENT (PhD)*  
Paul Cézanne University, Aix-en-Provence, France  
Thesis Subject: Instrumental cynicism: when managers perceive their top management team as cynical and its impact on exit, voice, loyalty, neglect and silence.
- 2005 : *MASTER OF RESEARCH*  
Aix-Marseille Université, France
- 2002 : *MASTER IN COMMUNICATIONS*  
Paul Cézanne University, Aix-en-Provence, France
- 2002 : *M.B.A – MASTER OF BUSINESS AND ADMINISTRATION* (Specialisation: Change Management)  
IAE Aix-Marseille, Paul Cézanne University, France
- 1993 : *BACHELOR & MASTER IN PHILOSOPHY*  
University of Barcelona, Spain

### Other job-related trainings

- 2015 Training « On Doctoral Supervision », EDAMBA-EIASM Consortium, ESADE, Spain
- 2010 ITP “International Teachers Programme”, Kellogg School of Management, Chicago, USA
- 2007 CEFAG programme, France
- 2006 EDAMBA Research Summer Academy, France

### Foreign languages (mentioned with an X)

Language	Read	Spoken	Written
French	X	X	X
Spanish	X	X	X
English	X	X	X
German	X	X	X

## ACADEMIC ACTIVITIES

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### Courses provided currently at IAE Aix-Marseille Graduate School of Management

(courses taught in English and French)

- Leadership & Management (EMBA, Executive Master's in General Management, MSc Service Management) and Entrepreneurial Leadership (EuroMBA)
- Change Management (EMBA, MSc in Information Systems Governance, EuroMBA in online teaching through a digital platform)
- Intercultural Management & Expatriation (EMBA, MSc in IB)
- Team Leadership & Relational Communication (Executive Master's in General Management, MSc in Corporate Communications)
- Qualitative Research (MSc in Research)
- Management Consulting (EMBA)
- Inductive Teaching and Learning (ITP)

### National and International teaching & research missions

- 2017 : GSOM St Petersburg, Russia (Corporate Programme)
- Since 2015 : CFVG French-Vietnamese Management School, HCMC and Hanoi, Vietnam (MBA)
- Since 2015 : SciencesPo Aix, France (Master, Corporate Programme)
- Since 2015 : ITP (Beijing and Shanghai, China / EADA Barcelona, Spain / LBS UK)
- 2015-2017 : IIB Kyiv, Ukraine (International EMBA)
- Since 2014 : HEC Paris (EMBA, Corporate Programmes)
- 2008 : Olin School of Business, Washington University in Saint Louis, Missouri, USA (MBA, PMBA)
- 2004-2014 : FEG Aix-en-Provence, France (DESU Coaching)
- 2002-2004 : IAU Institute for American Universities, Aix-en-Provence, France (Bachelor 3<sup>rd</sup> Y)

### Pedagogical design missions

- **Specialised conferences designed and delivered in several occasions:**
  - ✓ La pensée systémique pour agir dans un monde complexe (2018)
  - ✓ Les mécanismes de violation de confiance et le processus de restauration éventuelle de confiance (since 2014)
  - ✓ Whistle-blowing to the test of culture: does culture play a role? (2017)
  - ✓ Europe in the Global World (2013 to 2016)
  - ✓ Business & business ethics: when national and corporate culture collapse (2016)
  - ✓ Manager l'interculturalité (2016)
  - ✓ The challenge of constant change: from facing it to managing it (2015)
  - ✓ The new challenges of intercultural management in a complex world (2014)
  - ✓ The image of management boards and its impact on change success (2014)
  - ✓ Intercultural leadership : allowing creativity and innovation to arise (2013)
  - ✓ The mindset of innovation in change management: a major way to combat organizational laziness (2013)
  - ✓ Les drivers du leadership (2013)
  - ✓ L'innovation managériale (2012)
  - ✓ The emotional journey during the expatriation experience (2012)
  - ✓ Le stress dans le cadre de changements organisationnels : un regard à partir de la résistance au changement (2012)
  - ✓ Change resonance : its role in resisting change and how to overcome it (2011)

- ✓ Quel type de changement pour des résultats durables ? (2011)
  - ✓ Croyances et idées reçues sur l'accompagnement du changement (2009)
  - ✓ Les paradoxes de l'entrepreneur et le coaching (2009)
  - ✓ La sociologie du coaching (2008)
  - ✓ La notion de conflit (2007)
- **Executive-level residential seminars:**
    - ✓ Since 2010 : EuroMBA residential week academic design on Digital Entrepreneurship
    - ✓ Since 2013: Incoming Study Tours : residential Study Tours design for foreign MBA groups to France around Change Management topics (for partners like Bentley, Suffolk, USPI Sao Paulo, IIB Ukraine)
    - ✓ 2017 and 2018 ITP (International Teachers Programme) residential weeks' pedagogical design and management
    - ✓ Since 2017 Executive MBA's design of the 12 residential weeks
- **Executive-level experiential projects:**
    - ✓ Since 2004: Consulting project (consulting missions and flash consulting exercises) for the MBA participants with several professional partners and companies
    - ✓ Since 2010: Business project for the EuroMBA participants with specialised academic tutors on entrepreneurship and external mentors (investors, business angels, entrepreneurs)
    - ✓ Since 2010: Team-building activities through the arts - to enhance team cohesiveness and leadership development:
      - With Ballet Preljocaj to experience the creation of a contemporary choreography
      - With CIAM to experience risk taking and trust development through circus activities
      - With Music Conservatorium and orchestra conductor to experience team collaboration

## SCIENTIFIC ACTIVITIES & OTHER

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- Member of CERGAM Research Centre EA 4225
- Member of Aix Marseille University Committee on Handicap
- PhD Co-Director of 3 doctoral students
- Jury member of recruitment of Assistant Professors in several French Universities
- FNEGE member of committee about the managerial impact of management professors in France
- Since 2016 member of the International Advisory Board of HHL Leipzig School of Management, Germany
- Conference organisation: AGRH 2017
- ✓ Member of the Organising Committee of AGRH (French Association of HRM) in its 28<sup>th</sup> edition in Aix-en-Provence, October 2017. See Aubert, N. et al., « Éditorial », @GRH 2017/2 (n° 23), p. 9-12. DOI 10.3917/grh.172.0009
- ✓ Design and facilitation of the professional roundtables :
  - "En quoi la digitalisation de l'entreprise présente des opportunités (voire des menaces) ?" : <https://youtu.be/t5ZZ6cCydQk>
  - "Négociation sociale alternative" : [https://youtu.be/gcXh3e\\_Wm0I](https://youtu.be/gcXh3e_Wm0I)
- Teaching Lab delivery to help improve situational teaching skills of experienced professors
- Doctoral seminar design and delivery on "How to write a case study in Management" for the CERGAM
- Member of ANR SHS1-0007-1 Programme JCJC 2012 (2012-2015), « TDLR – Trust development in leadership relationships », led by Centre de Recherches en Management, Université Toulouse 1 Capitole, CRM – UMR 5303 CNRS
- Ad-Hoc reviewer of academic journals
  - ✓ M@n@gement (CNRS 2)
  - ✓ European Journal of Work & Organizational Psychology (CNRS 4)
- Research project for the French Franchising Federation : Bonet, D., Chanut, O., Fulconis, F., Paché, G., Poirel, C., Serrano Archimi, C. (2010), « Capacités de réactivité des réseaux de franchise en contexte de crise », Rapport pour le compte de la Fédération Française de la Franchise, Paris

## RESEARCH AND PUBLICATIONS

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### Articles in refereed journals

- Serrano Archimi C., Reynaud E., Mahbbob Yasin H., Bhatti Z.A. (2018), "How perceived corporate social responsibility affects employee cynicism: the mediating role of organizational trust.", *Journal of Business Ethics* (CNRS 2): doi.org/10.1007/s10551-018-3882-6
- Mignonac, K., Herrbach, O., Serrano Archimi, C., Manville, C. (2017), "Navigating Ambivalence: Perceived Organizational Prestige–Support Discrepancy and Its Relation to Employee Cynicism and Silence." *Journal of Management Studies*, 55: 837-872 (CNRS 1): doi.org/10.1111/joms.12330
- Grover S., Hasel M., Manville C. & Serrano Archimi C. (2014), "Follower Reactions to Leader Trust Violations: A Grounded Theory of Violation Types, Likelihood of Recovery, and Recovery Process", *European Management Journal*, Vol. 32, Issue 5, p. 689-702 (CNRS 3) doi.org/10.1016/j.emj.2014.01.002 (Article finaliste au Prix académique de la Recherche en Management de SYNTEC Etudes & Conseil, catégorie Management/RH/Organisation, 9 avril 2015)
- Poirel, C., Bonet Fernandez, D., Serrano Archimi, C. (2011), « Réactivité dans la franchise : une lecture à partir du modèle des ressources et compétences », in *Économies et Sociétés, Série « Dynamique technologique et organisation »*, n° 13, 6/2011, p. 957-986
- Serrano Archimi, C. (2011), « Cynisme "instrumental" dans l'organisation : définition, mesure et conséquences », *Revue Vie & Sciences de l'entreprise*, n° 187, p. 12-38
- Serrano Archimi, C. et Brasseur, M. (2009), "Audit social et changement organisationnel : le rôle du cynisme", *Humanisme et Entreprise*, n°293, pp. 69-83

### Book chapters

- Serrano Archimi, C. (2015), « La culture d'entreprise », in E. Devienne (coord.), « Les fiches-outils du coaching », éd. Eyrolles (ISBN 978-2212559859)
- Serrano Archimi, C. (2015), « La rupture de confiance en coaching », in E. Devienne (coord.), « Les fiches-outils du coaching », éd. Eyrolles (ISBN 978-2212559859)
- Serrano Archimi, Carolina (2013), "Stress en période de changement : le double levier managérial et individuel pour le gérer", in A. Bugada et V. Renaux-Personnic (coord.). *Le stress au travail. Regards pluridisciplinaires*, Presses Universitaires d'Aix-Marseille, p. 93-104 (ISBN 978-2731408751)
- Serrano Archimi, Carolina (2012), " La communication interpersonnelle au travail à travers les styles sociaux", dans « *Gestion des Ressources Humaines* », coordonné par Moulette, P. et Roques, O., éd. Dunod (ISBN 978-2100711321)
- Serrano Archimi, Carolina (2010), "Cynisme instrumental. Quand les managers perçoivent leurs dirigeants comme cyniques. Effet sur leurs comportements au travail", Editions Universitaires Européennes (ISBN 978-6131537288)
- Dufour, L., Peretti, J.M., et Serrano Archimi, C. (2010), « Opportunités et opportunistes dans les organisations », dans "L'opportunisme. Une approche pluridisciplinaire", coordonné par Banoun, A. et Dufour, L., éditions Hermès Science Publishing (ISBN 978-2746230002)
- Serrano Archimi, C. (2009), "S'adapter à la diversité", in "Entreprise : mode d'emploi", éd. Larousse (ISBN 978-

2035847805)

- Serrano Archimi, C. (2009), "Pourquoi ai-je du mal à déléguer ?", in "Entreprise : mode d'emploi", éd. Larousse (ISBN 978-2035847805)

### Refereed proceedings conference papers

- Afshan, G., Serrano Archimi, C., (2018), "It's not justice if it's not for all : the role of interactional justice differentiation", Ireland International Conference on Education (IICE), Dublin, Ireland
- Afshan, G., Serrano Archimi, C., (2018), "I stand out with my leader as compared to my coworker: the role of leader member social comparison", British Academy of Management Conference, Bristol, UK
- Afshan, G., Serrano Archimi, C., (2018), "My Supervisor treats me better now: Role of Temporal Perceived Supervisor Support", 4th International Conference on Social Sciences and Humanities (SOCIOINT), Dubai, UAE
- Afshan, G., Serrano Archimi, C., (2017), "My LMX standing with my leader : Role of relational identification & LMX social comparison." Academy of Management Proceedings, Vol. 2017 (1), AOM, Atlanta, 4-8 August
- Afshan, G., Serrano Archimi, C., (2017), "Should I Count Past Treatment of My Supervisor or not? Role of Temporal Perceived Supervisor Support on Relative Perceived Supervisor Support-Employee voice link, 32nd EIASM workshop on Strategic HRM, Lucerne, Switzerland, 24-25 April
- Arain, G. A., Afshan, G., Javed, U., & Serrano Archimi, C., (2017), "The Conditional Mediating Role of Leader-Based Self-esteem in the LMX-Performance Relationship." Academy of Management Proceedings, Vol 2017 (1), AOM, Atlanta, 4-8 August doi.org/10.5465/ambpp.2017.15864, AOM, Atlanta, 4-8 August
- Quratulain S., Karim Khan A., Manville C., Serrano Archimi C. (2015), "Impact of Intensity of Supervisor's Mistreatment on Employee Attitudes: Test of Mitigating or Exacerbating Effects of Subordinate's Power Distance Orientation." Academy of Management Proceedings, Vol. 2015 (1) doi.org/10.5465/ambpp.2015.151, Best Paper Proceedings of the 75th Annual Meeting of the Academy of Management, AOM, Vancouver, 7-11 August
- Serrano-Archimi C., Reynaud E., Mahboob Yasin H., Ahmed Bhatti Z. (2015), "Organizational trust as a mediator of the relationship between perceived CSR and employee cynicism", EGOS, Athens, 2-4 July
- Manville, C., Grover, S.L., Dupont, M.A., Serrano Archimi, C., Hasel, M. (2014), "The Roles of Apologies and Forgiveness in Regaining Lost Trust between Leaders and Followers", Paper accepted at the 28th ANZAM Conference, December 3-5, Sydney, Australia
- Ghantous N., Serrano-Archimi, C., Léo P.-Y. et Chameroy F. (2013), "Key Success Measures and Factors in International Franchising", 23rd RESER Conference, September 19-21, Aix-en-Provence, France
- Grover, S.L., Hasel, M., Manville, C., Serrano Archimi, C. (2012), "Maintaining Leader-Follower Relationships in the Aftermath of Trust Violations", Paper accepted at the AOM Conference, August 3-7, Boston
- Grover, S.L., Hasel, M., Manville, C., Serrano Archimi, C. (2011), "How Do Followers and Leaders Maintain the Leader-Follower Relationship in the Aftermath of Trust Violations?", Paper accepted at the 25th ANZAM Conference, December 7-10, Wellington, New Zealand
- Serrano Archimi, C. et Roques, O. (2009), "La perception du cynisme dans l'organisation : duplicité de rôle, stratégies d'ajustement et stress", 20ème congrès de l'AGRH, Toulouse, septembre
- Serrano Archimi, C. (2009), "Manager cynicism as an ambivalent response to perceived top management lack of integrity and competence", paper presented at the 6th International Critical Management Conference, July, Warwick (UK)

- Serrano Archimi, C. et Brasseur, M. (2009), "Audit social et changement organisationnel : le rôle du cynisme", congrès IAS "Audit social et renouvellement de la GRH", mai, Sidi Fredj (Algérie)
- Serrano Archimi, C. (2008), "Le cynisme comme vecteur d'apprentissage organisationnel", Communication pour la Journée d'étude et de recherche " Le rôle du tiers en gestion ", Université Paris Descartes, CEDAG-gestion, juin
- Serrano Archimi, C. (2006), "Le modèle philosophique de Schopenhauer appliqué à la communication relationnelle en management", Communication pour le 3ème Congrès "Philosophie et Management" sur le thème "Représentation(s) et Volonté(s) en Management", IAE Lille, mai
- Serrano Archimi, C. (2006), "Changement(s) et transition : implications managériales", Communication pour la Journée d'étude et de rencontres " Les relations interpersonnelles dans les organisations : problème ou ressource ? ", IAE Aix-Marseille, CEROG, juin

### Publications in professional journals / videos

- Vidéo Xerfi Canal-Fnege (2017), « Relations entre top et middle management : le grand malentendu », <https://www.youtube.com/watch?v=9GYNhoU-8w8>
- Vidéo Xerfi Canal-Fnege (2017), « Le cynisme des dirigeants : les conséquences », <https://www.youtube.com/watch?v=0RJidviWE4>
- Executive Global (2017), "Executives and Emotions : The Invisible Transition Journey"
- Executive Global (2015), "Building an Efficient Intercultural Team"
- Executive Global (2015), "From a Problem-focused to a Solution-focused Mindset"
- Actuentreprise (2015), « Entreprise en mode compétition ou en mode collaboratif ? », <http://www.actuentreprise.com/nos-articles/entreprise-en-mode-competition-ou-en-mode-collaboratif/>
- The European, with Kleinschmit, N. (2014), "Apply the French Management Touch"
- The European, with Kleinschmit, N. (2013), "Change Leadership: why would an Established Organisation need it?"

### **CURSUS**

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#### **Academic cursus:**

- Since 2010: Assistant Professor at IAE Aix-Marseille Graduate School of Management, Aix Marseille University, France
- 2017 – today: EMBA Academic Director
- 2014 – 2018: ITP Programme Director for the 2017 and 2018 editions
- 2010 – today: EuroMBA Academic Council member and Residential Week director
- Since 2013: Board member of IAE Aix-Marseille Graduate School of Management
- 2012 - 2016 Executive Committee member, Associate Dean for International Relations and Accreditations
- 2013 - 2015 Project Leader EQUIS 2015
- 2012 - 2014 Project Leader AMBA 2014
- 2010 - 2016 : Full-time MBA "Change & Innovation" Director
- 2004 - 2009 : Master/MSc in Corporate Communication and Change Management Director

### **Cursus beyond and previous to academia:**

- Since 2014 : Coach supervisor (Undici certified training)
  - Since 2007 : Keynote speaker about several leadership-related topics
  - Since 2004 : Manager's and top manager's coach (Coach&Team certified training)
  - Since 2002 : Consultant in change management and systems thinking
  - 2000 - 2001 : International Development Manager, Company Qualiope, Marseille, France (internet industry)
  - 1997 - 2000 : International Coordination Manager, Leroy Merlin, Lille, France (DIY)
  - 1996 - 1997 : Consultant for Spanish Companies, Spanish Embassy, Prague Czech Republic
  - 1989 - 1995- : Export Manager Europe, Liven S.A., Barcelona, Spain (food industry)
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