

Walter R. J. BAETS

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EMPLOYMENT

Academic career

Aug 16 - current: Dean of "the camp", a purpose built innovation space and ecosystem in Aix en Provence, France (www.thecamp.fr)

July 09 - July 16: Dean/Director of the Graduate School of Business (GSB) of the University of Cape Town, South Africa and Allan Gray Chair in Values Based Leadership

- Final managerial responsibility for the running of the Graduate School of Business, which is one of the faculties of the University of Cape Town. This includes its academic, financial and organisational management. The GSB owns and operates a 4-star hotel. The overall budget of the GSB is around 200 M ZAR. Representation of the GSB inside and outside South Africa, both to the academic community and the corporate world.
- As the dean/director of the GSB, I am part of the senior management structures of the University of Cape Town (UCT).
- Professor Values Based Leadership with a special focus on Complexity, Strategy and Innovation.
- NRF (South Africa's National Research Foundation) rated researcher.
- Have fundraised 275 million ZAR for:
 - The Allan Gray Centre for Values Based Leadership (50M)
 - The Bertha Centre for Social Innovation and Entrepreneurship (110M)
 - Additional contracts for the Bertha Centre (40M)

- The Old Mutual Research Fellowship for Emerging Markets (20 M)
- Funding of MTN for the operations of an innovation space (30 M)
- Johnson&Johnson funding for Health Leadership training in Africa (25M)
- Raised the number of faculty members with 50%, from 25 to 38, thanks to external funding.
- Chair of the Association of African Business Schools.
- Have given the GSB a clear focus on (social) innovation, values based leadership and inclusive economic development.
- Under my directorship, the GSB has obtained the triple accreditation, making it one of only 60+ Business Schools in the world having this triple crown: AMBA obtained 2012; EQUIS re-accreditation in 2015; AACSB accreditation obtained in 2013.
- Opening of a campus in Johannesburg and in Philippi (Cape Town Township)

September 03 – June 09: Euromed Management, Ecole de Management, Marseille, France

August 08 – June 09: Associate Dean for Innovation and Social Responsibility and Professor Complexity, Knowledge and Innovation

- The responsibility of this newly created function was to innovate the entire curriculum of the business school, in the first place of the masters programs and executive education, based on a more holistic view on management and a learning-by-doing pedagogical approach. Using an innovative virtual platform for collaborative learning, based on semantic technology - that I have developed over the last few years - we have introduced far reaching individualised curricula, building on a personal development agenda.
- Secondly, the role of the Associate Dean concerning Social Responsibility is to coordinate all activities (teaching, research, corporate relations and services to companies) in the areas of social responsibility, sustainable development, Global Compact, social entrepreneurship and to design and implement a strategy for the School itself as a responsible educational player.

August 06 – August 08: Associate Dean for Research, MBA director and Professor Complexity, Knowledge and Innovation

- As Associate Dean for Research it was my role to design a research agenda, pursue a network of partner institutes and assist and direct

the faculty (60+ full-time researchers) in their research practice.

This includes such activities as:

- Representation of the School in International Research Networks
- Managing the doctoral program, in cooperation with the University of Aix-Marseille
- Fundraising activities, in particular with the aim to establish research chairs
- Further develop the Euro-Mediterranean Management Approach
- Active member of the Management Team
- Pedagogical innovation, including the development of a virtual learning platform, learner centered curricula, implement diversity in learning and programs
- As MBA Director it was my task to create a coherent and innovative view for our different AMBA accredited MBAs (Part-Time in France and Shanghai, China), and to position them as a leading program on the Southern European scene. The School runs a unique learning-by-doing MBA, using an innovative learning platform, allowing to completely individualize the curriculum.

September 03 – July 06: Director Graduate Programs and Professor Complexity, Knowledge and Innovation

- As Director Graduate Programs I had the academic responsibility of all the Masters at Euromed Marseille Ecole de Management (top ranked and EQUIS accredited "Grande Ecole"). I had a direct responsibility for 1600 students and for an operating budget of around 7 million euros. In three years time the school's ranking raised from one of the lowest in France, in order to become one of the top ten of the French schools. I was the main responsible for the design and implementation of an innovative pedagogical approach, translating a more holistic view on management into a course design.
- As professor Complexity and Knowledge, I was teaching courses in the broad areas of my interest, including executive classes. I was coordinator of E^cKM (The Euromed center for Knowledge Management), a research center on complexity and knowledge and its implications for business. The center was sponsored by Eurocopter and CosmosBay. I was supervising a number of PhD theses, in the area of knowledge management, virtual learning and complex adaptive systems. My research interests were: Knowledge Management and (Virtual) Learning; Artificial Intelligence in Business Applications; Complex Adaptive Systems; Complexity, Emergence and Strategy; Individual Learning; Philosophy of Science.

September 98 – August 03: Philips Chair in Information and Communication Technology at Nyenrode University, The Netherlands Business School and Director of the Nyenrode Institute for Knowledge Management and Virtual Education (Notion)

- I taught, researched and consulted in the multidisciplinary field of knowledge management, learning and artificial intelligence, based on the complexity paradigm. I was heavily involved in the design of learner-centered virtual learning approaches and platforms.
- Seminar and course themes have been: Knowledge Management and (Virtual) Learning; Artificial Intelligence in Business Applications; Complex Adaptive Systems; Complexity and Knowledge; Emergence and strategy; The learning manager; Philosophy of science.
- Notion was a research center, sponsored by Achmea, Microsoft, Atos/Origin, Sara Lee/DE and Philips. I directed 8 PhD students doing research in innovative applications of knowledge management. I fundraised 5 million € for Notion.

January 96 – August 98: Dean of Research of the Euro-Arab Management School in Granada (Spain) and member of the Management Team

The Euro-Arab Management School (EAMS) was a joint initiative of the EU, the Arab League and the Spanish Government with the aim to deliver management education that is culturally relevant and flexible in delivery. The pedagogical philosophy of the school was one of competency-based education and learner-centered, tutor supported learning. EAMS was a large scale set-up of a virtual business school in the Mediterranean Region. I acted as the first dean and was responsible for the set up of both the school and the pedagogical approach itself, as well as for its research contribution.

February 93 – December 95: Associate Professor Information Management and Programme Director of the Executive MBA at Nijenrode University, The Netherlands Business School

Nyenrode University is a top Dutch Business School, EQUIS accredited, and ranked amongst the top in Europe. It is a private graduate business school, created by the large Dutch multinational companies.

September 90 – January 93: Managing Director Lovanium International Management Center (Belgium)

Lovanium International Management Center was a joint initiative of the Business Schools of two leading Belgian Universities (KU Leuven and UCL) and the Belgian Foundation Industry-University. Lovanium catered for executive education and was very active in management development in Russia on behalf of the founding universities.

Professional career

October 89 - August 90: Consultant executive search company (Belgium)

January 87 - September 89: Managing Director Simuledge Benelux N.V.

Simuledge Benelux (part of the Simuledge group) performed consulting and software development in the areas of Decision Support Systems and Financial Engineering, including economic modelling and data management.

September 79 - December 86: Division Head, Planning and EDP Department of Belgacom (Belgian Telecom Provider)

Responsible for the strategic planning activities of Belgacom

Public Services

September 78 - September 79: Socio cultural researcher at a Cultural Council

September 77 - September 78: Mathematics teacher Hiberniaschool (Steinerschool)

EDUCATION

BSc in Applied Economics from the University of Antwerp (UFSIA, B)

MSc in Operations Research and Econometrics from the University of Antwerp (UFSIA, B)

Postgraduate studies in Business Administration at Warwick University Business School (UK)

PhD in Industrial and Business Studies at Warwick Business School, the University of Warwick (UK). The research project was titled: "Information Technology Management in Banking: IS Strategy Alignment". Supervisor was Prof R. D. Galliers

Habilitation à diriger des Recherches (HDR), IAE Aix-en-Provence, Université Paul Cezanne, Aix-Marseille III (F). The thesis was titled : « Une interprétation quantique des processus organisationnels d'innovation » (A quantum interpretation of innovation). Supervisor was Prof Jacques-André Bartoli

PROFESSIONAL ACTIVITIES AND ACHIEVEMENTS

Around 50 peer reviewed journal articles in relevant academic journals and 60 conference papers.

More than 10 books published.

Speaker at different national and international (business) conferences.

Winner of an Award for Excellence 1997 of MCB (publisher) for the publication of an outstanding paper in "The Learning Organisation".

Best Teacher Award in the Part-Time programs, 2000, with the course "Complexity and Knowledge"

Organiser and Scientific Coordinator of the Summer Schools on "Managerial Complexity", in 1998 on behalf of the EU, DG XII, Science, Research and Development.

Co-author of the Principles of Responsible Management Education (PRME) within the frame of the UN Global Compact Program. Ever since, an active participant in the UN PRME programs and dissemination activities.

Editor-in-chief of the "International Journal of Complexity in Leadership and Management", Associate Editor of "Information & Management" and member of the Editorial Advisory Board of the Africa Journal of Management. Member of the International Editorial Boards of "The Journal of Strategic Information

Systems", "Systèmes d'Information et Management", the "International Journal on Spirituality and Organizational Leadership", and of programme committees of international conferences in Information Systems (like ICIS and ECIS).

Evaluator for the Commission of the European Communities' RACE Program and for the New technologies and society (e-learning) program.

Considerable experience in Management Development work in Russia and the surrounding countries, ranging from the creation of a business school in St Petersburg to the organization and coordination of executive programs.

Considerable experience in Management Development work in Arab countries.

Held visiting positions at the Universities of Aix-Marseille (IAE), GRASCE (Complexity Research Centre) Aix-en-Provence (Fr), Leuven/Gent (Be), Moscow (Ru), St Petersburg (Ru), Tyumen (Ru), Purdue (US), Bordeaux (Fr), Rouen (Fr), Shangai (Ch) and Mumbai (In).

NRF (National Research Foundation) rated researcher in South Africa.

OTHER

Male

Belgian national

Languages: Dutch (Mother tongue), English (fluent), French (fluent), Spanish (basic) and German (basic)

Date of birth: 9 September 1955

Married, with three children

Annexe to c.v. of Walter Baets

Books

"Proceedings of the Second European Conference on Information Systems",
Nijenrode University Press, 1994

"Information Technology and Organisational Transformation: Innovation for the
21st Century Organisation", jointly with Galliers R, Wiley, 1998

"Organizational Learning and Knowledge Technologies in a Dynamic Environment",
Kluwer Academic Publishers, 1998

Guest Associate Editor of a Special Issue of the Journal "Accounting,
Management and Information Technologies" on "Complexity, Organisational
Change and Adaptive Systems", 8 (1998).

"Proceedings of the Sixth European Conference on Information Systems", Euro-
Arab Management School, 1998

"A collection of essays on Complexity and Management", World Scientific, 1999

"The Hybrid Business School: A four-part fugue for business education,
management development, knowledge management and information technology",
inaugural address june 1999, Nyenrode University Press

"The Hybrid Business School: Developing knowledge management through
management learning", jointly with Gert Van der Linden, Prentice-Hall, 2000

"ADAGIO: A methodology for designing corporate virtual universities", jointly
with Marie Joelle Browaeyns and Richard Walker, Nyenrode University Press,
2001

"Wie orde zaait zal chaos oogsten: een vertoog over de lerende mens"(Dutch
language; translated title: 'He who sows order, will harvest chaos: an essay on
the learning human'), Van Gorcum, 2002, 2004, 2006 (3 editions)

"Virtual Corporate Universities: A matrix of knowledge and learning for the new
digital dawn", jointly with Gert Van der Linden, Kluwer Academic Publishers,
2003

"Knowledge Management and Management Learning: Extending the Horizons of
Knowledge-Based Management", Springer, 2005

"Complexity, learning and organizations: a quantum interpretation of business",
Routledge, 2006

"Rethinking Growth: social intrapreneurship for sustainable performance",
Palgrave MacMillan, 2009, jointly with Erna Oldenboom

"Values Based Leadership in Business Model Innovation", Bookboon, 2013,
Internet based, free downloadable, with accompanying website, jointly with Erna
Oldenboom

"Values in action", The Allan Gray Centre for Values Based Leadership,
University of Cape Town GSB, 2016

"99 things to learn in Business School", The Allan Gray Centre for Values Based
Leadership, University of Cape Town GSB, 2016

Publications

"Model for the simulation of the Internal Telephone Traffic based on
segmentation of the market", Cahiers Economiques de Bruxelles Nr 94, 1982

"Liquidity budgeting by means of regression analysis (with an application)",
JORBEL, Belgian Journal of Operations Research, Statistics and Computer
Science, vol 24, nr 4, 1984

"Corporate Strategic Planning in an Uncertain Environment", European Journal of
Operational Research (EJOR), vol 32, nr 2, nov 1987

"The risk of implementing risk management systems", Proceedings of Computers
in the City, Blenheim Online, London 1989

"Market choice for value added networks and services", Proceedings of European
Telecom Conference, Blenheim Online, Brussels, 1990

"Regression, Simulation and Time Series Analysis with TROLL", an online
computer based course, running in TROLL. Hardcopy available, Cognition
Partners, Brussels, 1990

"The Strategic Use of Information Systems and Information Technology: A
methodology for strategic IS implementation", Bi-monthly Journal of the All-
Union Society for Informatics and Computer Science, Union of the Scientific
and Engineering Societies of the USSR, Moscow, November 1991 (Russian
original; English translation available)

- "Aligning Information Systems with Corporate Strategy", *The Journal of Strategic Information Systems*, Vol 1, Nr 4, 1992
- "IT for organisational change: beyond business process engineering", *Business Change and Re-engineering (The Journal of Corporate Transformation)*, Vol 1, Nr 2, Autumn 1993
- "Neural Networks and Statistical Techniques in Marketing Research: A conceptual comparison", *Marketing Intelligence and Planning*, Volume 12, Number 7, 1994, jointly with V. Venugopal
- "Neural Networks and their Applications in Marketing Management", *The Journal of Systems Management*, September 1994, jointly with V. Venugopal
- "Artificiele neurale netwerken voor het mappen van veranderingsprocessen en het meten van leren", in *Handboek Effectief Opleiden*, Delwel, Den Haag, 1995
- "Intelligent support systems for organisational learning", *The learning organization*, 2, 3, 1995, jointly with V. Venugopal
- "Predicting Market Responses with a Neural Network: the case of fast moving consumer goods", *Marketing Intelligence & Planning*, Vol 13, number 7, pp 23-30, 1995
- "Gestion de l'intelligence organisationelle", in *L'organisation apprenante: l'action productrice de sens*, Jeanne Mallet (Ed), Université de Provence, 1996
- "The impact of electronic markets: the case of the flower auctions", *The Journal of Strategic Information Systems*, Vol 5, Nr 4, 1996
- "Some Empirical Evidence on IS Strategy Alignment in Banking", *Information & Management*, Vol 30, Nr 4, 1996
- "An IT Architecture to support Organisational Transformation", in "Information Technology and Organisational Transformation: Innovation for the 21st Century Organisation", Baets W and Galliers R (eds), 1998, Wiley, jointly with V. Venugopal
- "The corporate mind-set as a precursor for Business Process (Re-)engineering: About knowledge, perceptions and learning", in "Information Technology and Organisational Transformation: Innovation for the 21st Century Organisation", Baets W and Galliers R (eds), 1998, Wiley

- "Using Neural Network-Based Tools for Building Learning Organisations", *Accounting, Management and Information Technologies*, 8 (1998), pp 211-226, jointly with L Brunenberg and M van Wezel
- "Intelligence in managerial decision support systems: The experience of adaptive systems in marketing", *Comportamento organizacional e gestao*, 1999, Vol 5, nr 2, 129-146
- "Virtueel leren en kennismangement: twee kanten van dezelfde bedrijfspenning", *Bedrijfskunde*, 1, 2000, 32-39
- "Designing a virtual course environment for management education: a learner-centred approach", *Indian Journal of Open Learning (IJOL)*, September, 2000, jointly with Richard Walker
- "Kennismangement kan niet zonder (e-)learning: of is het andersom?", *Management & Informatie*, nr 3, 2001, 33-39
- "Customerized" innovation through the emergence of a mutually adaptive and learning environment, *European Journal of Economic and Social Systems*, 15, nr 1, 2001, jointly with Sakia Harkema
- "Corporate Virtual Universities: een vierdelig fuga van leren, kennis, persoonlijke en organisatieontwikkeling", in *Organiseren van de HRD-functie*, Bührs P (Ed), Kluwer, Deventer, 2002
- "A cognitive framework for knowledge-based process design", *Journal of Systemics, Cybernetics and Informatics*, vol 1, nr 4, 2003, jointly with Hans van Leijen
- "Virtueel leren in de organisatie", in Hoogcarspel A, Engwirda I, and Knoops R, (eds), *Leren werkt: Bijdragen aan het lerend vermogen van de werkende mens*, Van Gorcum, 2003
- "Cultural complexity: a new epistemological perspective", *The Learning Organization*, Vol 10, Nr 6, 2003, jointly with Marie-Joelle Browaeys
- "On the Evaluation of Workflow Systems in Business Processes" (together with Sunil Choenni and Robin Bakker), *Electronic Journal of Information Systems Evaluation*, Vol 6, Issue 2, 2003, 33-44
- "Chaos en kennis", in Stam, C. (red.), *Productiviteit van de kenniswerker. Wegwijzer in kennismangement*, Noordwijk: de Baak-Management Centrum VNO-NCW, 2004

"Interpreting Data From an Experiment on Irrational Exuberance: Applying a Cusp Catastrophe Model and Technical Analysis Rules", *Journal of Technical Analysis*, Winter-Spring 2004, jointly with Henry Pruden and Bernard Paranque

"Interpreting Data From an Experiment on Irrational Exuberance, Part B: Reflections from three different angles", *Journal of Technical Analysis*, Summer-Fall 2004, jointly with Bernard Paranque and Henry Pruden

"Complexity theory: dynamics and non-linearity are the only reason for knowledge management to exist" in Boughzala I., Ermine, J-L., (Eds). *Trends in applied knowledge management*, Edition Hermes Penton Science, 2005.

"A Business School's challenge: a learner centered individualised curriculum, developing in community managerial diversity", in Meyer H and Michel M (Eds), *Shaping the future with international business education*, Bremen, 2006

"Agent Behaviour, Financial Markets and Welfare Theory", *Cyprus Journal of Sciences*, Vol 5, 2007, jointly with Bernard Paranque and Hank Pruden

"A-causality: a quantum ontology for complex systems", in Richardson K and Cilliers P (Eds), *Explorations in Complexity Thinking*, ISCE Publishing, 2007

"Choices and challenges for the French B-Schools: Companies need holistic managers and no longer accountants", *Journal of Management & Entrepreneurship*, Vol 1, Issue 1, Jan 2007

"Institutional design for class-based and computer-mediated learning: Creating the right blend for student-centred learning" in Donnelly R and McSweeney F, *Applied eLearning and eTeaching in Higher Education*, Information Science Reference, 2008, jointly with Richard Walker

"Turning management learning into a source of sustainable economic development", *The BAWB Interactive Working Paper Series*, Volume II, Issue 2, 2008

"A-causality, consciousness and organisations" in Momo S, *Consciousness & Development*, Spandanews 4, 2008

"Emergent management learning in dynamic learning networks", in Romano A and Secundo G (Eds), *Dynamic Learning Networks*, Springer, 2009

"The ecology of management: Cassandra, a holistic diagnostic for sustainable performance", *International Journal of Complexity in Leadership and Management*, 2010, Nr 1

"A Complexity perspective on collaborative decision making in organizations: the ecology of group-performance", *Information & Management*, 48, 2011, pp 157-165, jointly with Adler and Konig

"A-causality, consciousness and organisations", *Journal of Alternative Medicine Research*, Vol 4, nr 1, 2012

"Consciousness and Coherence in Corporate Success", *Spanda Journal*, Vol III, 1, 2012

"Values-Based Leadership: The basis for corporate resilience", *International Journal on Spirituality and Organizational Leadership*, Vol 1, nr 1, Jan 2013

"What drives people, organizations and companies? The paradigm of Consciousness and Leadership", in Brom B, Kriel J and Viall J, *Conversations 2, Mind, Matter and Medicine, Creating Health Publishers*, 2014 (jointly with E Oldenboom)

"The capacity of Information Technology for business model innovation and holistic value creation", *International Journal of Complexity in Leadership and Management*, jointly with J P Kok, 2015

"Towards the measurement of organisational consciousness", *International Journal of Complexity in Leadership and Management*, jointly with E Oldenboom and K Sewchurran, 2015

"Corporate Resilience: Managing the Immoral Behaviour at the Workplace", in Sunita Singh Sengupta (Ed), *Moral and Ethical Foundations of Management Education*, ISOL Publications, Delhi, 2016

"The Self within a Holistic Organizational Perspective", in Sunita Singh Sengupta (Ed), *Understanding Human Nature and Interplay of Human Relationships at Workplace*, ISOL Publications, Delhi, 2016

"Could more thoughtful practice of complexity, design thinking and values-based organising address some of the limitations of current management and organising paradigms", *International Journal of Complexity in Leadership and Management*, Vol 3, Nr 3, 2016, jointly with K Sewchurran, F Philipp and J McDonogh

"Flamenco as a pedagogical metaphor for excellence in a values based organisation", currently under review

"Organisational coherence as a measurement for effective decision making", currently under review, jointly with K Naidu and E Oldenboom

Conference papers

National candidate for the Euro Summer Institute (Canterbury, 1986): Decision making under uncertainty

TROLL users group (MIT Boston, 1988): Strategic modelling

Flanders Technology Seminars (Gent, 1989): New generation decision support systems for optimal strategic management

Computers in the City (London, 1989): The risk of implementing risk management systems

European Telecommunications Conference (Brussels, 1990): Market choice for value added networks and services

First IFORS Specialized Conference on Decision Support Systems (Bruges, 1991): Which strategy concerning Value Added Networks and Services: A decision support system

Conference on the Strategic Use of Information Systems (St Petersburg, 1992): Aligning Information Systems with Corporate Strategy

The First European Conference on Information Systems (Henley, UK, 1993): Strategic IS Planning: Relevance for Russia (with Michael Smirnov)

SISnet Conference (Tilburg, 1993): Teaching concepts for a strategic information systems course: Knowledge, process, integration and strategy

The Second European Conference on Information Systems (Nijenrode, NL, 1994): Some empirical evidence on IS strategy alignment in banking

EURO XIII/OR 36 Conference (Glasgow, 1994): No doubt, neural networks are alternative tools for statistical techniques: but yet...

Ecosip study day on Business Process Reengineering and Information Technology (Paris, 1995): Business Process Re-engineering: A corporate mind set

Conference "L'entreprise apprenante et les sciences de la complexité" (Aix-en-Provence, 1995): Gestion de l'intelligence organisationnelle

The Third European Conference on Information Systems (Athens, 1995): IS and Organizational Intelligence: Knowledge creation via learning algorithms

Fourth International Conference on Artificial Neural Networks (Cambridge, 1995): Corporate Cognitive Mapping: mapping of corporate change processes

Institute for Operations Research and Management Science (INFORMS) International meeting (Singapore, 1995): Intelligent support systems for organisational learning

IEEE-SMC Multiconference on Computational Engineering in Systems Applications (Lille, 1996): Neural networks and fuzzy logic: The holy grail for intelligent decision support

EURO Mini Conference on Decision Support Systems and Electronic Commerce (Bruges, 1997): Applications of Neural Networks in Business

ECIS98 (Aix-en-Provence, 1998): Knowledge Networks for Service Companies: The Art of Supporting the "Emergent" with Information and Knowledge Technologies

Online Educa (Berlin, 1998): The Euro-Arab Management School: an example of a virtual approach

ECIS99 (Copenhagen, 1999): Virtual Management Education: Do Business Schools deliver what business expect ?

Warwick Business School conference on Knowledge Management (Warwick, 2000): The complexity paradigm as a basis for improved knowledge management

Journee Pedagogique 2002 AIM (Paris, 2002): The corporate virtual university: where knowledge management meets (e-)learning

6th World Multiconference on Systematics, Cybernetics and Informatics (Orlando, 2002): A Cognitive Framework for Knowledge-based Process Design (together with Hans van Leijen)

ECIS02 (Gdansk, 2002), the Xth European Conference on Information Systems: Introducing 'Conversational' e-Learning to Management Education - a comparison of student experiences from two MIS courses (together with Richard Walker)

36th Hawaii International Conference on Systems Science (Hawaii, 2003): A Cognitive Framework for Re-engineering Knowledge-intensive Processes (together with Hans van Leijen)

EDiNEB Conference: Impact of Culture and Education on Learning Practices (Salzburg, 2003): invited key-note speaker: Corporate Virtual Universities; the Business School of the future

IAU (Unesco) Conference on The Wealth of Diversity (Sao Paulo, 2004): Beyond tolerance: Higher education a haven for intercultural dialogue and sustainable development ?

IASTED Conference Computers and Advanced Technology for Education (CATE 2005; Oranjestad, Aruba 2005): Virtual learner centred approaches for diversity in learning: recent experiments with the use of a Blog

4th Global Conference on Business & Economics (Oxford, 2005): Agent Behaviour, Financial Market and Welfare Theory (together with Bernard Paraque and Hank Pruden)

Intelligence de la complexité: Epistémologie et pragmatique (Cerisy, 2005): Une interpretation 'quantique' des processus organisationnels d'innovation

EGOS Colloquium « Unlocking Organizations » (Berlin, 2005): Emergence of peace and conflict : An experiment with agent-based simulations (together with Erna Oldenboom and Thijs van Starckenburg)

Global Compact Academic Network Conference (in cooperation with the AMA) (Cleveland, 2006): Turning management learning into a source of sustainable economic development: Experiments with an innovative pedagogical approach

XIME Conference Management Education: An international comparison (Bangalore, 2006): Choices and challenges for the French B-Schools: Companies need holistic managers and no longer accountants

3d International Workshop on Complexity and Philosophy (Stellenbosch, 2007): A-causality: a quantum ontology for complex systems

8th European Conference on Knowledge Management (ECKM), (Barcelona, September 2007), The Use of New Technology in Higher Education: From Unlearning to Wiki Use Appropriation in a French Business School: a Case Study, (together with Johanna Habib and Valerie Caraguel)

The 4th Organization Studies Summer Workshop (EGOS), Embracing complexity (Pissouri, 2008): The ecology of management: Cassandra, a holistic diagnostic for sustainable performance

The 5th CONTECSI - International Conference on Information Systems and Technology Management (Sao Paulo, Brazil, 2008): Uma abordagem de análise do

desempenho organizacional a luz de uma visao holistica de gestao: apresentado a ferramenta Cassandra Tool (together with Leis Rodrigo Pinto)

The 5th CONTECSI - International Conference on Information Systems and Technology Management (Sao Paulo, Brazil, 2008): Capacidades Organizacionais de Conhecimento e Desempenho Organizacional: Na busca por um modelo para Redes Interorganizacionais (together with Leis Rodrigo Pinto and Vargas Lilia Maria)

XXXII EnANPAD Conference (Rio de Janeiro, Brazil, 2008): Evidencias Empiricas do Impacto das Capacidades Organizacionais de Conhecimento no Desempenho Organizacional de Redes Interorganizacionais (together with Rodrigo Pinto Leis and Lilia Maria Vargas)

2nd International Conference on Spirituality and Organisational Leadership (ISOL 2009, Pondicherry, India): The self within a holistic organizational perspective

2010 Academy of Management Meeting (2010, Montreal, Canada): A spiritual redesign for responsible managers: from separation to connection (jointly with Erna Oldenboom)

Inaugural Conference Spirituality and Management: Strangers no more (2010, Vienna, Austria): Managing without spirit is an illusion: consciousness in organisations (jointly with Erna Oldenboom and David McKie)

2nd International Workshop on Spiritual and Ethical Foundations of Organizational Development (2011, Rishikesh, India): Corporate resilience: managing the immoral behaviour at workplace

The Spiritual Challenge in Management (2012, IIM Bangalore, India): Towards the concept of the high health organisation: consciousness and coherence in corporate success (jointly with Erna Oldenboom)

EABIS conference on the Practical wisdom for management from the Indian tradition (2012, IIM Kozhikode, India): The ayurvedic consciousness concept in the high health organisation (jointly with Erna Oldenboom)

Miracles and management (2013, Lourdes, France): Magic and miracles in management - the role of consciousness, (jointly with Erna Oldenboom and Kosheek Sewchurran)

Spirituality and Creativity in Management World Congress (2015, Barcelona): The excellence leap: what makes successful organizations tick (jointly with Erna Oldenboom and Kosheek Sewchurran)

Research papers

"BLIKSIM: A quarterly econometric planning model for the R.T.T. (The Belgian Telecom Administration)", Working Paper Belgian Telecom 1984

"A decision support system enabling the treatment of other possible future environments, based on spline interpolation techniques" Working Paper Belgian Telecom, 1985

"Scoring system to evaluate company performance", together with Morel C. and Blandin J., Working Paper, Simuledge, 1987

"Strategic IS Planning: Relevance for Russia" (with M Smirnov), Working Paper, Nijenrode University, 1993

"Some empirical evidence on IS Strategy Alignment in Banking", Working Paper, Nijenrode University, 1994

"An integrated intelligent support system for Organisational Learning - A conceptual framework", together with V Venugopal, Working Paper, Nijenrode University, 1994

"Neural networks and their applications in marketing management", together with V Venugopal, Working Paper, Nijenrode University, 1994

"The Dutch Flower Auction", Teaching case (existing of Part I, Part II, Video and Teaching notes), Nijenrode University Case Series, 1994

"Flamenco como una metáfora organizacional" (flamenco as an organisational metaphor), Euromed Marseille Working Papers series, 2007

"Virtual learner centred approaches for diversity in learning: recent experiments with a blog and wiki's", Euromed Marseille Working Papers series, 2007

PhD thesis supervisor of the following subjects (past and present)

An investigation into virtual learner-centred solutions for competency-based management education (Richard Walker), the Netherlands

Innovation as a learning process: an exploration of innovation as a Complex Adaptive System (Saskia Harkema), the Netherlands

A systemic approach to innovation: second order learning in practice (Machiel Emmering), the Netherlands

Design methodology and team learning in knowledge management (Madelon Evers), the Netherlands

Complex Adaptive Systems in knowledge representation (Erwin van Geenen), the Netherlands

Realising goals through dialogues. Larger purposes and their markers (Martin Groen), the Netherlands

Workplace learning for competency development: limits, potential and organisation (Hanneke Koopmans), the Netherlands

Les processus de connaissance dans les projets d'innovation (Knowledge processes in innovation projects) (Johanna Habbib), France

Knowledge organizational capabilities, environmental dynamism and organizational performance: In search for a model of interorganizational networks (Rodrigo Pinto Leis, in co-tutorship with the Federal University of Rio Grande do Sul, Brazil), Brazil

A non-linear approach to visualising work motivation systems (Jean-Michel Jacquet), South Africa

South African higher education: a conceptual leadership model and empirical evidence (Cyrill Walters), South Africa

Developing the capacity of sustainability leadership networks, using coherence, to operate in complexity (Roger Maitland), South Africa

Investigating the leaders' role in the emergence of shared values for a sustainable performance (Felix Philipp), South Africa

Member of the PhD jury of the following thesis

June 1995, Geneviève Feraud, Les dimensions du management stratégique de la technologie informatique et de la motivation des informaticiens: Recherche exploratoire, IAE Aix en Provence

August 1999, Jerome Menigaux, *Les Systemes d'information-connaissance, Un role emergent au sein des strategies de l'organisation complexe*, Université Aix-Marseille III

December 2000, Régis Meissonnier, *Organisation virtuelle : conceptualisation, ingénierie et pratique*, IAE Aix en Provence

June 2002, Vladimir Kvassov, *Information Technology and the Productivity of Managerial Work*, Turku Center for Computer Science, Abo Akademi University

January 2003, Paul Evans, *Transforming the Publishing Industry using Digital Strategies*, Universiteit Nyenrode (The Netherlands)

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April 2015, Elizabeth Franklin-Johnson, *Organisational contractual thinking and contracts at the micro and nano levels*, Kedge Business School, Marseilles (France)

Other

Programme Chair of the Second European Conference on Information Systems (ECIS2), the Netherlands (1994)

PR Chair of the Third European Conference on Information Systems (ECIS3), Greece (1995)

Exhibits Chair of the Fifteenth Annual International Conference on Information Systems (ICIS15), the Netherlands (1995)

Publications Officer for the Sixth European Conference on Information Systems (ECIS6), Aix-en-Provence (1998)

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"Breakthrough Ideas" Track Co-Chair for the International Conference on Information Systems (ICIS), Paris, 2008