

## CURRICULUM VITAE

**SERRANO ARCHIMI Carolina**

2 March 1969

Aix-Marseille Graduate School of Management-IAE

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Status :

Associate Professor (Maître de conférences)

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Carolina Serrano Archimi (Spain/Switzerland), MA in Philosophy, MBA, PhD in Management from Aix-Marseilles University, is professor of Organizational Behavior at Aix-Marseille Graduate School of Management\_IAE. She's the MBA director. She's also member of the Academic Council of the EuroMBA. She is the ITP Co-Director for the Aix session in 2017-2018

She has worked for 12 years in several companies internationally before joining academia over 10 years ago. Her major teaching domains are change management, leadership, process consulting practice, and managerial coaching. Her research domain covers cynicism in organisations, trust repair processes, and social exchange mechanisms between middle management and top management. She is a consultant in organisations specialized in change management and organizational development, and is regularly involved in corporate executive training programmes for leadership development. She is also a certified professional coach and a certified coach supervisor.

## EDUCATION

2009 : PhD in Management Science - Title : « **Instrumental cynicism : when managers perceive their top management as cynical. The effects on their EVLNS (exit, voice, loyalty, neglect, silence) reactions at work**

», CERGAM EA 4225, IAE Aix-en-Provence, Aix-Marseille Université, France / Supervisor: Professor Maurice Thévenet, ESSEC, CNAM (Paris)

PhD awarded by ANDESE (French National Association of Doctors in Management and Economics)

2005: MPhil in Management Science, IAE Aix-en-Provence, Paul Cézanne Aix-Marseilles University

2002: MBA Change & Technology (AMBA accredited), IAE Aix-en-Provence, Paul Cézanne University

1995: MSc in International Trade, School of Economics, Barcelona University, Spain

1993: MA in Philosophy, School of Philosophy, Barcelona University, Spain

1989: "Berufsausbildung als Industriekaufrau", ASET Institute, apprenticeship at AEG, Fábrica de Motores, Barcelona, Spain

**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

Since 2010: Research Fellow at CERGAM EA 4225 and MBA Change & Innovation Academic Director

Since 2009: AMGSM representative to the Academic Council of EuroMBA

2004–2010 : Co-founder and Academic Director of the MSc in Corporate Communications and Change Management, AMGSM

2002-2004 : Adjunct Professor

### Courses provided at AMGSM

« Leadership, Strategic intelligence, Emotional intelligence », Executive MBA, IHRM MBA IGS (Paris)

« Change & Transitions Management », Executive MBA, MSc in Relational Management, IMMITSystems Approach applied to Change Management », MBA Change & Innovation  
« Process Consulting Practice », MBA Change & Innovation  
« Cross-cultural Leadership », MSc International Affairs, Executive MBA  
« European integration and culture », EMBA Suffolk (Study Tour)  
« Knowledge & Cultures into Perspective », in co-animation with Prof. Pierre Casse, MBA Change & Innovation,  
« Team Leadership », Executive MBA, MSc in Corporate Communication  
« Group Dynamics and Team Building », MBA Change & Innovation, Executive MBA, MSc Corporate Communications

### International teaching missions

2010: Participation to ITP (International Teachers Program) at Kellogg Graduate School of Management - Northwestern University (Evanston), July 2010  
Since 2009: "Change Management" course for Euro\*MBA, distance-learning  
2009-2011: HEG Geneva, Switzerland, "Change Management" course for the MSSl participants  
2008 – Visiting faculty at Olin School of Business, Washington University in St. Louis, MO. Lectures: « Change Management », in Olin's full-time MBA, and « Organizational Design », in Olin's Professional MBA

### Others academic activities outside of AMGSM :

Regular teaching at DESU « Coaching », Faculté d'Economie et Gestion, AMU: « Coaching and emotions », « Coaching for expatriates », « Coaching and MBTI », « Team coaching »  
« Managing people », Ecole Centrale de Marseille (Engineering School)  
« International Business », IAU College (Institute for American Universities), from 2001 to 2004

### Corporate related academic missions :

- Methodological supervision of the "Consulting Projects", MBA Change & Innovation and MSc in Corporate Communications, AMGSM
- Evaluation committee member of the DESU in "Coaching", Faculté d'Economie et Gestion, AMU
- Process consultant in change management in several companies: Renault Trucks-Volvo, SNCF, Boc Edwards, Seafoodexport, World Bank, Yves-Saint-Laurent, ASF, Hemeria Consulting, Autoescape, Airbus Helicopters, Groupe Klépierre-Ségécé (Spain, Portugal, Czech Republic, Poland), NextRadioTV, Polysius-ThyssenKrupp, Auchan, Poste Immo, Le Groupe La Poste
- Keynote speaker: Carlson Wagon-lit Travel, Dekra-Norisko, Société Française de Coaching, IAA-IAE Aix Alumni-, DESU Coaching FEG, ICF –International Coach Federation-, Kraus & Partner, Le Groupe La Poste, CEA-ITER, European Change Forum (France, Germany) [2013](#), [2014](#)
- Certified coach for managers
- Certified coach supervisor

## **RESEARCH AND PUBLICATIONS**

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### Research Domains

Trust at work  
Cynicism in the workplace  
Organisational learning  
Leadership

### Doctoral Seminars

Participation to the CEFAG Doctoral Programme led by the French Foundation of Management Education (FNEGE), June and September, 2007

Participation to the 15th EDAMBA Research Summer Academy, in Sorèze -France-, July 13th to 19th, 2006 (EDAMBA is a network of European Doctoral Programmes in Business Administration)

## Publications

### *Chapters in books*

- Serrano Archimi, Carolina (2013), "Stress en période de changement: le double levier managérial et individuel pour le gérer", in A. Bugadaa et V. Renaux-Personnic (coord.). Le stress au travail, Presses Universitaires d'Aix-Marseille, p. 93-104
- 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
- Serrano Archimi, Carolina (2010), "Cynisme instrumental. Quand les managers perçoivent leurs dirigeants comme cyniques. Effet sur leurs comportements au travail", Editions Universitaires Européennes
- 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
- 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, octobre
- Serrano Archimi, C. (2009), "S'adapter à la diversité", in "Entreprise: mode d'emploi", éd. Larousse
- Serrano Archimi, C. (2009), "Pourquoi ai-je du mal à déléguer?", in "Entreprise: mode d'emploi", éd. Larousse

### *Articles in refereed journals*

- 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*, 32, 5, 689-702 (**Finaliste Prix académique de la Recherche en Management SYNTEC Etudes & Conseil**, catégorie Management/Ressources Humaines/Organisation, 9 avril 2015)
- Serrano Archimi, C., Kleinschmit, N. (2014), "[Apply the French Management Touch](#)", *The European Executive Education Review*
- Serrano Archimi, C., Kleinschmit, N. (2013), "[Change Leadership. Why would an established organization need it?](#)", *The European Executive Education Review*
- 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 », W, n° 13, 6/2011, p. 957-986
- Serrano Archimi, C. (2011), « Cynisme "instrumental" dans l'organisation: définition, mesure et conséquences », *Revue Vie & Sciences Economiques*, n° 187, p. 12-38.
- Serrano Archimi, C. et Basseur, M. (2009), "Audit social et changement organisationnel: le rôle du cynisme", *Humanisme et Entreprise*, n°293, pp. 69-83.

### *Refereed proceedings conferences papers*

- 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", AOM, Vancouver, 7-11 August, (**Best Paper Award**)
- 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 28<sup>th</sup> 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", 20<sup>ème</sup> congrès de l'AGRH, septembre 2009, Toulouse

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), « Cynicism as vector of organisational learning: an exploratory study », communication for the Research Day about « The role of third parties in management », June 13, Paris-Descartes University, CEDAG

Serrano Archimi, C. (2006), « Schopenhauer's philosophical model applied to the interpersonal communication in management », communication for the 3rd Congress « Philosophy and Management » about « Representation and Will in Management », May 24, IAE Lille, France

Serrano Archimi, C. (2006), « Change(s) and transition: managerial implications », communication for the Research Day about « Interpersonal relationships in organisations: a constraint or a resource? », June 23, CEROG, AMGSM

### **CURRICULUM** (prior to joining AMGSM)

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Experience in international development missions between 1989 and 2002, before joining AMGSM:

2000-2001 : International development manager, ExCom member, at Qualiopé, Marseille, France (measurement of telecom quality service)

1997-1999 : International coordinator at Leroy Merlin, Lille, France (DIY retailer, sister company Auchan group)

1996 : Consultant, Commercial Office of the Spanish Embassy, Prague, Czech Republic

1990-1995 : Area Manager Europe at Liven SA, Barcelona, Spain (B2B snack manufacturing company)

1989 : Sales manager at Rezex, Barcelona, Spain (importer of industrial material for the food industry)