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## Formation

**Doctorat en Sciences de Gestion**, Université Paris X Nanterre.  
Titre de la thèse : "Dynamique de la construction de connaissances organisationnelles au cours de pratiques de planification"  
D.E.A. de Stratégie et Marketing (D.E.A. 102), Université Paris IX Dauphine.  
**Diplôme ESSEC.**

## Thèmes de recherche

### Thèmes

Organizational knowledge dynamics: learning, knowing  
Practice-based approach on knowing and on strategizing  
Control practices: planning, budgeting, creating controlling tool

### Secteurs

Grands Restaurants / Haute Cuisine  
Hospitals

## Projets en cours

### MANUSCRITS EN COURS

- **organizational knowledge dynamics during controlling practices.**  
-With Isabelle Bouty : **1/a practice-based perspective on knowledge integration; 2/ Materiality in practice 3/ idea work and creative practice in Haute Cuisine.**
- With Philippe Lorino, Adrian Zicari (ESSEC); Jean-Yves Bonnefond & Yves Clot (CNAM); Etienne Minvielle (CNRS); Claude Sicotte (U of Montreal): **the impact of hospitals quality indicators on physicians' practice.**

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## Publications

### ✉ Publications académiques

#### Articles

"De la France au monde. Le Guide Michelin, vecteur du rayonnement de la marque France ?" (C. Drucker-Godard, I. Bouty, ML. Gomez), *Revue Française de Gestion*, nov. 2011, Vol. 37, Numéro 218/219, p. 53-66

"The Emergence of an influential practice: Food for thought" (ML. Gomez, I. Bouty), *Organization Studies*, juil. 2011, Vol. 32, Numéro 7, p. 921-940

"Dishing up individual and collective dimensions in organizational knowing" (I. Bouty, ML. Gomez), *Management Learning*, nov. 2010, Vol. 41, Numéro 5, p. 545-559

"Des ressources à la pratique : analyse de la stratégie légumière dans le champ de la haute cuisine" (I. Bouty, ML. Gomez), *Revue Française de*

*Gestion*, mai 2010, Vol. 2010, Numéro 203, p. 149-161

"Il n'y a pas de stratégie sans stratège" (E. Fimbel), *Expansion Management Review (L')*, sept. 2003, Numéro 110, p. 87-94

"La planificación y el aprendizaje organizativo: el ejemplo de EDF GDF SERVICES en Francia" (ML. Gomez), *Harvard Deusto. Finanzas & Contabilidad*, janv. 2003, Numéro 56

## **Chapitres**

*A Bourdieusian Perspective on Strategizing*. In: *The Cambridge Handbook of Strategy-as-practice*. Cambridge (UK) : Cambridge University Press, Damon Golsorkhi, Linda Rouleau, David Seidl, Eero Vaara. 2010, p. 141-154

*La Fabrique de la stratégie dans la dynamique Champ-habitus-pratique*. In: *La fabrique de la stratégie: une perspective multidimensionnelle*. Paris (France) : Vuibert, Damon Golsorkhi. 2006, p. 65-79

*Developing Knowing in Practice: Behind the Scenes of Haute Cuisine*. In: *Knowing in Organizations: A Practice-based Approach* (avec I. Bouty, C. Drucker-Godard). New-York (Etats-Unis) : M.E. Sharpe, NICOLINI D., GHERARDI S., YANOW D.. 2003

*Identification des compétences clés dans les Grands Restaurants*. In: *Perspectives en Management Stratégique* (avec I. Bouty, C. Drucker-Godard). Paris (France) : Editions EMS, DOSTALER I, LAROCHE H., 2002

## **▾ Publications professionnelles**

### **Chapitres**

*Dans les Marmites de l'innovation*. In: *L'art de l'innovation* (avec I. Bouty). Paris (France) : l'Harmattan, Nicolas Mottis. 2007

## **▾ Working Papers**

"Knowledge Dynamics During Planning Practices" (ML. Gomez). Essec Research Center, DR-09011 nov. 09.

"The Social Dimensions of Idea Work in Haute Cuisine: A Bourdieusian Perspective" (ML. Gomez, I. Bouty). Essec Research Center, DR-09010 nov. 09.

"Unpacking Knowing Integration: A Practice-based Study in Haute Cuisine" (ML. Gomez, I. Bouty). Essec Research Center, DR-09009 nov. 09.

"A Bourdieusian Perspective on strategizing" (ML. Gomez). Essec Research Center, DR-07024 nov. 07.

## **▾ Autres publications**

### **Communications publiées**

"Organizational knowledge dynamics in management control practices", In : *Proceedings of the EAA conference*, European Accounting Association. Rome (Italie) : Université de Rome, 2011.

"Strategic renewal in practice", avec I. Bouty. In : *proceedings of the 30th annual conference* , Strategic management society conference. Rome (Italy) : SMS, 2010.

"Knowledge dynamics and management control: a practice-based approach", In : *Proceedings of the MCA conference*, 8th International Management Control Research Conference. London (UK) : University of Greenwich, 2010.

"Knowledge integration in practice: from individual ideas to collective new dishes in haute cuisine", avec I. Bouty. In : *Proceedings of the AOM Conference*, Academy of Management Annual Conference. Montreal (Canada) : Academy of Management, 2010. (division OMT (organization & Management Theory))

"Materiality in practice: the role of intermediary objects in knowledge integration", avec I. Bouty. In : *Proceedings of the First International Strategy as Practice workshop in North America* , International Strategy as Practice workshop. Montreal (Canada) : HEC Montréal, 2010.

"Materiality Matters: Intermediary Objects as Coordination Platform", In : *Proceedings of the 26th Egos colloquium*, 26th EGOS colloquium. Lisbon (Portugal) : Universidad nova, 2010. (présenté dans le thème 18: "Coordination in Action: Practices of Coordination and the Coordination of Organizational Practices")

"From a local practice to an international standard in haute cuisine: the birth, rise and diffusion of vegetable gastronomy", avec I. Bouty. In : *Proceedings of the 26th Egos colloquium*, 26th EGOS colloquium. Lisbon (Portugal) : Universidad nova, 2010. (sub-theme 20 "Creative Industries & Paradoxes and Tensions between Local Formats and Global Standards")

"The rise (and rise) of vegetables in haute cuisine: innovative practice spread and institutional change.", avec I. Bouty. In : *Proceedings of the 1st INBAM Conference*, INBAM (International Network of Business and Administration Journals). Valencia (Spain) : Universitat de Valencia, 2010.

"The Head Chef's Creativity Privilege in Haute Cuisine: Strategic Knowledge and Practice in Gourmet Kitchens", avec I. Bouty. In : *Proceedings of the 1st INBAM Conference*, INBAM (International Network of Business and Administration Journals). Valencia (Spain) : Universitat de Valencia, 2010.

"Emergence and Spread of a practice in an international field: why and how ingredients became gastronomic ingredients", avec I. Bouty. In : *Proceedings of the 35th EIBA Annual Conference*, 35th EIBA Annual Conference (European International Business Academy). Valencia (Espagne) : EIBA, 2009.

"The social dimensions of idea work in Haute Cuisine: a Bourdieusian perspective", avec I. Bouty. In : *Proceedings of the 25th Egos colloquium*, 25th EGOS colloquium. Barcelona (spain) : Universitat Ramon Llul, 2009. (ce papier a remporté le prix du meilleur papier pour la session 29.)

"Creating in organizations as an occasion for knowing integration: ", avec I. Bouty. In : *Proceedings of the 25th Egos colloquium*, 25th EGOS colloquium. Barcelona (spain) : Universitat Ramon Llul, 2009. (papier présenté dans le track 23 "Knowledge integration and innovation")

"De l'approche par les ressources à` une approche pratique de la stratégie ", In : *Actes de la XVIIIe conférence*, AIMS. Grenoble (France) : AIMS, 2009.

"Dishing up individual and collective dimensions in knowing", avec I. Bouty.

In : *proceedings of OLKC4*, International Organizational Learning, knowledge and Capabilities conference. Amsterdam (Netherlands) : VU University, 2009.

"Knowing in practice: exploring the role of symbolic violence", In : *Proceedings of the 24th Egos colloquium on Upsetting Organizations*, EGOS colloquium. Amsterdam (Netherlands) : University of Amsterdam, 2008.

"Organizations as practice portfolio: Towards a conceptual/ exploratory attempt", avec I. Bouty. In : *Proceedings of the 23rd Egos conference*, EGOS 23rd EGOS conference, Vienna, July 2007, Standing Working Group 5. Viena (Austria) : University of Viena, 2007.

"From individual competence to organizational advantage: the case of Haute-Cuisine", avec I. Bouty. In : *22nd EGOS colloquium; Track 6: Strategizing and organizing activity and practice*, 22nd EGOS Colloquium . Bergen (Norway) : University of Bergen, 2006.

"From Chef's practice to global change in Haute Cuisine", avec I. Bouty. In : / *Sub Theme 7: Exploring the Relationship between Practice, Institution, and Change in the Organizing Society*, , 22nd EGOS colloquium . Bergen (Norway) : University of Bergen, 2006.

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Re-turn to Bourdieu: a systemic approach to practice", In : *Re-turn to practice*, 2nd Organization Studies summer workshop. Athens (Greece) : Alba University, 2006.

"Organizational Knowledge Dynamics during Planning Practices", In : *Proceedings of EGOS Conference, Berlin*, Berlin (Allemagne) : EGOS, 2005.

"Can Performance Measurement Systems and Control Practices be Used to Improve Organizational Learning? Evidence From an Empirical Case Study", In : *Proceedings of the 3rd EIASM Conference on Performance Measurement and Management Control Improving Organizations and Society*, Nice (France) : EIASM, 2005.

"The Passion of Inquiry: The Contribution of Abduction for Research on Organizational Knowledge and Learning", avec P. Lorino. In : *Proceedings of the 6th International Conference on Organizational Learning and Knowledge (vol. 1)*, Trento (Italy) : University of Trento e-books, 2005.

## Articles de presse

"Dans les marmites de l'innovation". *Les Echos / L'art de l'innovation*, 01 juin 2006, p. 2-3

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## Enseignement

### 📖 Enseignement à l'ESSEC

**ESSEC période initiale** : comptabilité de gestion (CPT 031) ; tuteur P.I.E.; facilitateur Expérience d'une Organisation

**ESSEC MBA** : contrôle de gestion (cours fondamental CPT 148; 'plan, projets, processus' CPT 222); mise à niveau AST (CPT 080)

**MBA in International Luxury Brand Management**: Strategic Cost Management

**PhD in Management** : qualitative research methods seminar (grounded theory ; abductive approach); management control options (practice-based approach on planning and budgeting; knowledge dynamics)

**Formation permanente** : interventions dans différents MS, programme 1 an, Management Général et Intras, sur : comptabilité de gestion et contrôle de gestion; dynamique des connaissances et contrôle de gestion

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## Autres activités

### 📖 Activités scientifiques

#### Communications présentées à des conférences

"Strategy as a Game: A Bourdieusian Approach to Managerial Strategies in an Organizational Field", (avec B. Leca). Academy of Management Annual Conference, Honolulu, Hawaii, 10 août 2005

#### AVAILABLE IN PROCEEDINGS

"Can performance measurement systems and Control practices be used to improve organizational learning? Evidence from an empirical case study", 3rd conference on performance measurement and management control improving organizations and society, EIASM, Nice, France, September 22-23 2005.

"Organizational knowledge dynamics during planning practices", 16th EGOS conference, Berlin, Germany, 30th June- 2nd July 2005

"the passion for inquiry: the contribution of abduction in research on organizational knowledge and learning" with Ph.Lorino, 6th conference on Learning and Knowledge, Trento, Italy, may 2005.

Paper available at <http://eprints.biblio.unitn.it/archive/00000828/>

"A socio-constructivist perspective on organizational knowledge and learning: knowing during planning practices?", 2nd Organizational Knowledge, Learning and capabilities Conference, Barcelona, Spain, April 14th-15th 2003

"Quels effets organisationnels pour les ERP ?", avec B. Frot et A. Duwer, Actes de la XIe conférence de l'AIMS (Association Internationale de Management Stratégique), Paris, 5-7 juin 2002

"Knowing in practice: the case of French Grand Restaurants", with I. Bouty and C. Godard, Organizational Learning and Knowledge Management Conference Proceedings, London, OT, Canada, June 1st-4th 2001

"Organisation professionnelle : la gestion des compétences clés dans les Grands Restaurants", avec C. Drucker-Godard (1er auteur) et I. Bouty, Actes de la Xe conférence de l'AIMS, Quebec, Canada, 13-15 Juin 2001

"Construction de connaissance organisationnelle au cours de processus de planification à transversalités hiérarchique et fonctionnelle", Actes de la VIIe conférence de l'AIMS, Louvain, Belgique, 27-29 Mai 1998

#### OTHER CONFERENCES

Organisation de la table ronde : "mobiliser les travaux de Pierre Bourdieu en théorie des organisations"; conférence de l'AIMS, Le Havre, juin 2004.

" Pierre Bourdieu's methodological and theoretical contributions to Knowledge Creation and Learning Research ", 2nd European Academy of

Management conference, Stockholm, Sweden, May 1st-3rd 2002.

" La planification comme pratique d'un jeu social : implication des travaux de Pierre Bourdieu sur les pratiques en entreprise ", conférence annuelle de l'A.S.A.C. (Association des Sciences Administratives du Canada), London OT, Canada, 27-29 Mai 2001.

" An Empirical Study of Organizational Knowledge Construction During Planning Processes ", EGOS annual conference, Helsinki, Finland, July 1st-3rd 2000.

" A Competence-based view of professional organizations : the case of "Grand Restaurants" and their Chefs " with I. Bouty and C. Godard - Competence-Based Management Conference, Helsinki, Finland, June 2000.

" The social consequences of organizing knowledge ", I.A.B.S.(International Administrative and Business Society) tenth Conference, Paris, France, June 18th-20th 1999.

" Comment définir la connaissance dans l'organisation? Nature et dynamique de la connaissance observée dans le cadre de la planification. ", Conférence annuelle de l'A.S.A.C., St John NB, Canada, juin 1999.

" A cognitive approach of strategic groups: the case of French retailing ", INFORMS marketing conference, Syracuse, NY, U.S.A., June 12th-13th 1999.

" Developing a planning system to improve knowledge in organization ", INFORMS conference, Cincinnati, OH, U.S.A., April 26th- 28th 1999.

" Organizational knowledge creation and planning processes ", Academic and Doctoral Workshop on Competence-Based Management, Copenhagen Business School, Denmark, February 16th-19th 1999.

### ▣ Affiliations et activités académiques

- EGOS (European group for Organization Studies)
- AFC (association française de comptabilité)
- AIMS (Association Internationale de Management Stratégique)
- Ad-hoc reviewer for academic conferences: Academy of Management (MOC division), AIMS, ASAC, OLKC.
- Ad-hoc reviewer for academic journals: Organization Studies, Organization, Management Learning, The Learning Organization, Revue française de Gestion.

### ▣ Expérience professionnelle

AS AN ACADEMIC

Professeur à Reims Management School (2002-2003)

Enseignante-chercheuse à l'Université Paris X-Nanterre (allocataire-moniteur 1995-1998; A.T.E.R. 1999-2001)

Professeur vacataire à l'ESCP-EAP et à H.E.C. (2002-2003)

Chercheuse (pré & post-doctorat) à l'ESADE, Barcelone, à l'invitation du Professeur Eduard Bonet (2001-2002)

Doctorante visitante à la Johnson Graduate School of Management, Cornell University, Ithaca, NY (1998-1999)