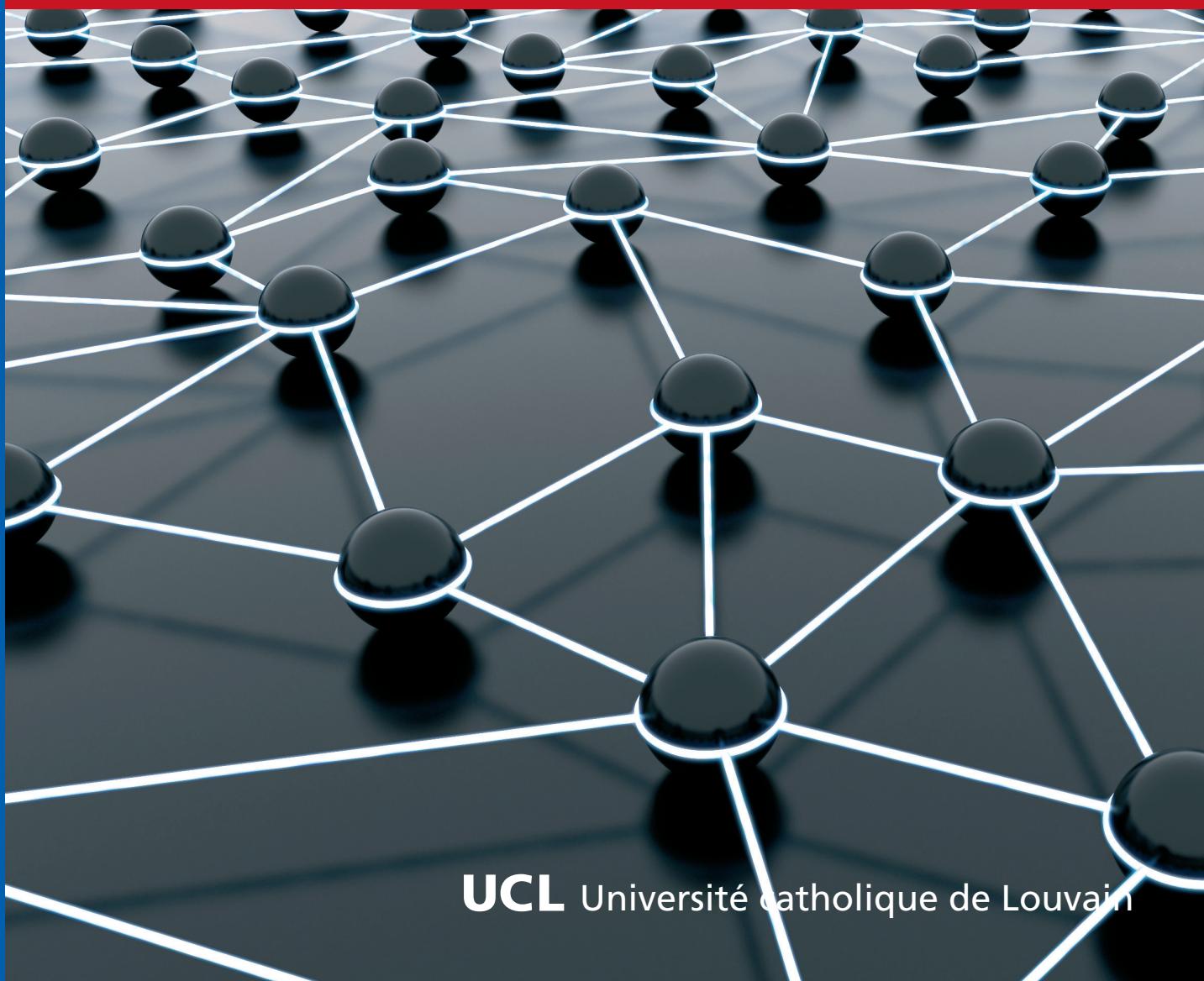


ORGANISATION: INNOVATION AND MANAGEMENT

2009



UCL Université catholique de Louvain

ORGANISATION: INNOVATION AND MANAGEMENT AT UCL

The Research Administration of the Université catholique de Louvain (UCL) has collected the information gathered here, with the precious help of a reading committee composed of the Professors:

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Bruno Van Der Linden, Institut de Recherches Economiques et Sociales, Department of Economics,

Vincent Yzerbyt, Social Psychology and Organisations Unit.

Foreword

Organisations structure our everyday life as managers, employees, costumers, users, or even 'simple' citizen. Organisations are a complex subject that requires a diversity of approaches and perspectives if one wants to understand how they work: management, psychology, law, economics, sociology, computer science.

Organisations in today's world have become (still) more complex, more flexible, more fluid, and they have to face a broad range of challenges stemming from a series of deep transformations in the society such as, for instance, globalisation, environmental concerns or demographic change.

Research on organisations needs to address both their complexity and their current developments and transformations. Several groups and departments at UCL conduct research on organisations: they are based in different faculties and refer to several disciplines, providing a large range of theories, models and tools that highlight the different dimensions of organisational life.

The purpose of this brochure is to offer a synthetic presentation of the scientific skills and research potential at UCL in the field of organisations.

More than 30 research groups or teams devote part or all of their research activities to analysing, understanding, modelling and developing organisations. They are presented in this brochure, which is structured in five chapters:

- ▶ A. Innovation and growth
- ▶ B. Organisation and management
- ▶ C. Organisation, work and human resource management
- ▶ D. Organisation, ethics and social responsibility
- ▶ E. Understanding specific organisations

If you are interested in organisations, and particularly in innovation and management, you will find in the brochure a short presentation of research activities offered by UCL members in each of these fields, but also information on representative publications, examples of services and consultancy, indications on partnerships, a selection of key words and, finally, practical information and useful contacts.

The end of the brochure presents an index of key words that will orient you directly towards specific research activities.

All researchers mentioned in the brochure have close relationships with other academic institutions and with both private and public organisations. Most of them are involved in European and international networks. Do not hesitate to contact them if you are interested in future collaborative projects.

Prof. Evelyne Leonard

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Innovative strategies and intellectual property rights management

SENIOR SCIENTIST :

► Régis COEURDEROY

Research Field and Subjects

In a knowledge-based economy, innovative companies create competitive advantages from intellectual assets. If these are powerful sources of market leadership, they also raise specific managerial issues concerning their property rights: issues of valuation, issues of appropriation and issues of implementation. IPRs issues are no more limited to the office of lawyers but are a concern for the management of the company as a whole.

We precisely address the governance of property rights in strategic alliances and other forms of cooperation. So far, we have focused our attention on technology licensing agreements and on technology transfers. We also explore the dynamics of IPRs management in large-scale organisational networks.

Services & Consultancy

► Consultancy in technology transfers and network diffusion

Main Equipment

► A comprehensive database of yeast fermentation and assimilation profiles generated by microplate absorbance readers

- BROSSEAU, E., COEURDEROY, R., **2005** « Combining Institutional and Contractual Mechanisms to Control Transactional Hazards Related to Transfers of Technology: an Empirical Analysis of Supervision Provisions in Technology Licensing Agreements », *International Journal of the Economics of Business*, vol. 11, n° 3, p. 425–446.
- BROSSEAU, E., COEURDEROY, R., CHASERANT, C., **2007** « The Governance of Contracts: Empirical Evidence on Technology Licensing Agreements », *Journal of Institutional and Theoretical Economics*, vol. 163, p. 205–235.
- COEURDEROY R., **2007** *L'économie des organisations*, Paris, Vuibert, 187 p.
- COEURDEROY, R., **2004** « Management stratégique et structure financière des entreprises : la question clef de l'innovation dans la décision d'ouverture en bourse du capital », *Gestion 2000*, vol. 21, n° 4, p. 75-86.
- COEURDEROY, R., DUPLAT, V., **2007** « Technology Strategic Alliances and the Institutional Foundation of Networks », EMNet 2007, *Economics and Management of Networks*, Rotterdam.

Partnership & Scientific collaboration

► Economix, Paris Nanterre

Representative Publications

► BESSY, C., BROSSEAU, E., CHASERANT, C., COEURDEROY, R., **2005** « The Diversity of Technology Licensing Agreements And Their Causes », *LESI News Licensing Executives Society International*, Vol. 40, n° 6.

KEY WORDS FOR R & D

Property rights
Licensing
Networks

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Entrepreneurship

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- ▶ Benoît GAILLY
- ▶ Frank JANSSEN

Research Field and Subjects

Our research in the field of entrepreneurship corresponds to four main themes.

Our first research theme is about firm growth and concentrates on three particular sub-themes: managerial, firm-related, strategic and environmental growth determinants; analysis of growth paths; firms' performance and growth measures.

Our second theme concentrates on support mechanisms to promote entrepreneurship. What is the actual effectiveness and efficiency of popular approaches such as entrepreneurship education programmes, business plan competitions, corporate venture capital units, incubators, new business development units, clusters/platforms, etc.? How to evaluate the business and societal impact of those mechanisms? Are other/new approaches better suited?

Our third research theme covers social entrepreneurship. It focuses on the differences between new ventures created on the basis of push or pull motivations, on firm creation by workless people and, more broadly, on the specificities of social entrepreneurship. Although our research has an international perspective, its aim is also to meet national and/or regional problems.

Our fourth theme is international entrepreneurship and, especially, the mode of entry on international markets.

Services & Consultancy

- ▶ Conferences and consulting missions for SMEs, large corporations and public organisations

Representative Publications

- ▶ BACQ, S., JANSSEN, F., 2008 « L'Entrepreneuriat social, enfant terrible ou fils légitime ? », in SCHMITT, C. (Ed.), *Regard sur l'Evolution des Pratiques Entrepreneuriales*, Québec, Presses de l'Université du Québec, pp. 141-158.
- ▶ COEURDEOY, R., DURAND, R., 2001 « Age, Order of Entry, Strategic Orientation and Organizational performance », *Journal of Business Venturing*, vol. 16, n° 5, pp.471-474.

- ▶ COEURDEOY, R., DURAND, R., 2004 « Linking Together First Mover advantage and Generic Strategies», *European Business Forum*, n° 13, pp. 57-61.
- ▶ COEURDEOY, R., DURAND, R., 2004 « Leveraging the advantage of early entry: proprietary technologies versus cost leadership», *Journal of Business Research*, vol. 57, pp. 583-590.
- ▶ CRUNS, H., DE CLERCQ, D., JANSSEN, F., PIRNAY, F., SURLEMONT, B. (Eds.), 2004 *Entrepreneuriat : Etudes de cas*, Intersentia, Antwerp – Oxford.
- ▶ DIAMBEIDOU, M.B., FRANCOIS, D., GAILY, B., JANSSEN, F., VERLEYSSEN, M., WERTZ, V., 2007 «Les trajectoires de croissance des jeunes entreprises», *Gestion 2000*, vol. 24, n° 3, pp. 83-102.
- ▶ FAYOLLE, A., GAILY, B., et al., 2006. «Assessing the impact of entrepreneurship education programmes: a new methodology », *Journal of European Industrial Training*, vol. 30, n° 9, pp. 701-720.
- ▶ FAYOLLE, A., GAILY, B., et al., 2006. «Effect and Counter-effect of Entrepreneurship Education and Social Context on Student's Intentions/Efectos de la formación y el contexto social sobre las intenciones empresariales de los estudiantes. », *Estudios de Economía Aplicada*, vol. 2, pp. 509-523.
- ▶ FAYOLLE, A., GAILY, B., et al., 2007. «Towards A New Methodology to Assess Entrepreneurship Teaching Programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenam, Edward Elgar, vol. 1, pp. 187-197.
- ▶ GAILY, B., 2004 « Les concours de plan d'affaires comme prédicteurs de réussite entrepreneuriale. », *Gestion 2000*, vol. 22, n° 5, pp. 25-37.
- ▶ GAILY, B., 2006 « Can you teach entrepreneurs to write their business plan? An empirical evaluation of business plan competitions. », in FAYOLLE, A., KLANDT, H., *International Entrepreneurship Education: Issues and Newness*, Cheltenam, Edward Elgar, chap. 1, pp. 133-154.
- ▶ JANSSEN, F., 2005 « La conceptualisation de la croissance: L'emploi et le chiffre d'affaires sont-ils des représentations interchangeables d'un même phénomène? », *Gestion 2000*, vol. 22, n° 6, pp. 267-291.
- ▶ JANSSEN, F., 2006 « The impact of the environment on employment growth: an empirical study of Belgian SMEs », in BALIAMOUNE-LUTZ, M., NOWAK, A. Z., STEAGALL, J. (Eds.), *Global Economy – How it works: different cases, different results*, Warsaw, WWZ, pp. 318-338.

- ▶ JANSSEN, F., **2006**, «Do managers' characteristics influence the workforce growth of SMEs? », *Journal of Small Business and Entrepreneurship*, vol. 19, n° 3, pp. 293-315.
- ▶ JANSSEN, F., EEKHOUT, V., **2005** « L'interdisciplinarité dans les programmes universitaires de formation à l'entrepreneuriat: le cas de l'Université catholique de Louvain », in SCHMITT, C. (Ed.), *Université et entrepreneuriat: une relation en quête de sens*, Paris, L'Harmattan, pp. 219-249.
- ▶ JANSSEN, F., EEKHOUT, V., GAILLY, B., **2007**. « Interdisciplinary Approaches in entrepreneurship education programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenam, Edward Elgar, vol. 2, pp; 148-165.
- ▶ JANSSEN, F., SCHMITT, S., **2008** « La formation en entrepreneuriat: un outil particulier pour aborder l'évolution des pratiques entrepreneuriales », in SCHMITT, C. (Ed.), *Regard sur l'Evolution des Pratiques Entrepreneuriales*, Québec, Presses de l'Université du Québec, pp.301-317.
- ▶ JONES, S., DENSLAW, D., JANSSEN, F. ZU KNYPHAUSEN-AUFSEB, D., LOPIS, J., SHINNAR, R., TONEY, B., **2008** « Teaching international entrepreneurship trough student exchange: observations, obstacles and recommendations », *Journal of Entrepreneurship Education*, forthcoming.

Partnership & Scientific collaboration

- ▶ Partnership with EM Lyon

KEY WORDS FOR R&D

Entrepreneurship
Growth
Education
Support systems
Social entrepreneurship
Entry modes

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Organisation and market regulation - regulation of financial markets

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- ▶ Gaëtane SCHAEKEN WILLEMAERS

Research Field and Subjects

EU disclosure regime: a redefinition of its objectives and related policy implications in a comparative law and interdisciplinary approach. The research addresses one preliminary question: Are mandatory rules and European harmonization warranted in the disclosure area? It then identifies the stated objectives of the European issuer disclosure regime and assesses their relevance in connection with the ultimate objective of economic growth.

Services & Consultancy

- ▶ Organisation of seminars and study days in corporate and finance law at UCL

Award

- ▶ Prix Pierre Coppens 2005

Partnerships & Scientific collaborations

- ▶ Managing director of the *Revue pratique des sociétés* and the *Revue de droit international et de droit comparé*
- ▶ Member of the editorial board of the European Company and *Financial Law Review* and of the *Revue de droit commercial belge*
- ▶ Members of the European Corporate Governance Institute and of the GUBERNA
- ▶ Members of AEDBF

Representative Publications

- ▶ DE CORDT, Y., **2004** *L'égalité entre actionnaires*, Bruxelles, Bruylant, 1050 p.
- ▶ DE CORDT, Y., **2006** « Le renforcement des droits des actionnaires : vers une démocratie des actionnaires ? », in MALHERBE, J., *Liber amicorum*, Bruxelles, Bruylant, pp. 319-364.
- ▶ DE CORDT, Y., **2007** « Le contrôle des comptes : un acte fondamental de transparence », in DE WOLF, M., *Le nouveau visage du contrôle des comptes et du révisorat*, Bruxelles, Bruylant, pp. 1-43.
- ▶ MALHERBE, J., MALHERBE, PH., LAMBRECHT, PH., **2004** *Précis de droit des sociétés*, Bruxelles, Bruylant, 1200 p.
- ▶ SCHAEKEN WILLEMAERS, G., DE CORDT, Y., **2006** « Le concept de transparence en droit financier », *R.P.S.*, pp. 111-147.
- ▶ SCHAEKEN WILLEMAERS, G., DE CORDT, Y., **2008** *La transparence en droit des sociétés*, Bruxelles, Larcier.

KEY WORDS FOR R&D

Financial markets regulation
Transparency
Disclosure requirements
Corporate governance
Insider trading
Prospectus
European financial law
US securities regulations

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Supply Chain Management

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- ▶ Pierre SEMAL
- ▶ Laurence WOLSEY

Research Field and Subjects

Supply Chain Management (SCM) covers all aspects of production, logistics and the supplier relations. It combines operations management, management science and industrial organisation in a systematic attempt to understand, model and support the multi-level organisational behaviour.

Our research is, in particular, oriented towards:

- ▶ empirical analysis, the economic and systemic modelling of inter-organisational relations,
- ▶ 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.

Services & Consultancy

- ▶ The purpose of the centre of excellence in Supply Chain Management is to bring to industrial firms new methods, new management practices which will help them face the future challenges of logistics and Supply Chain Management at top and middle managerial levels. The focus is on solving issues occurring in day-to-day operations as well as to help devise new strategies.
- ▶ The center received a major funding from the Walloon Region in the framework of the regional economic redeployment plan (so-called « Marshall Plan »). The objective is to develop tools for improving the efficiency of logistic operators at the regional and international level.

Representative Publications

- ▶ AGRELL, P.J., LINDROTH, R., NORRMAN, A., **2004** « Risk, Information and Incentives in Telecom Supply Chains », *International Journal of Production Economics*, vol. 90, pp. 1-16.
- ▶ AGRELL, P.J., BOGETOFT, P., TIND, J., **2005** « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.
- ▶ AGRELL, P.J., NORRMAN, A., **2004** « Understanding Supply Chain Risk Sharing: A Three-tier Principal-Agent Approach », Proceedings of the *16th Annual Conference for Nordic Researchers in Logistics*, Linköping, Sweden, pp. 17-31.
- ▶ BRUSSET, X., **2006** « Impact of information and coordination on transport procurement », in DE KOSTER, R., DELFMANN, W. (Eds.), *Supply Chain Management -- European Perspectives*, Frederiksberg, Copenhagen Business School Press, 30 p.
- ▶ CHEVALIER, P., VAN DEN SCHRIECK, J.-C., **2008** « Optimizing the staffing and routing of small size hierarchical call-centers », *Production and Operations Management*, vol. 17, n° 3.
- ▶ POCHET, Y., WOLSEY, L.A., **2006** *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.
- ▶ TANCREZ, J-S., SEMAL, P., CHEVALIER, P., **2007** « Histogram based bounds and approximations for production lines », *Workshop in Logistics and Supply Chain Management*, Louvain-la-Neuve.

Partnerships & Scientific collaborations

- ▶ CESCM members are closely affiliated with CORE: Center of Operations Research and Economics and further organisational cooperation is underway.
- ▶ Norwegian School of Economics and Business Administration
Contact: K. JÖRNSTEN
- ▶ Lund University
Contact: A. NORMANN
- ▶ K.U. Leuven
Contact: N. VANDAELE

KEY WORDS FOR R&D

Supply Chain Management
Operations management
Coordination
Production planning
Queueing models
Mixed integer programming

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www.core.ucl.ac.be

Optimization models in management

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- ▶ Philippe CHEVALIER
- ▶ François GLINEUR
- ▶ Laurence WOLSEY

Research Field and Subjects

Operations research models have widely been used to build decision aid tools in real life situations.

Optimization plays a central role in this context: indeed, possible decisions can often be represented by a set of numerical constraints, and the decisions sought are then found as those that minimize or maximize a given numerical criterion, function of the decision variables. Optimization modelling can thus be applied in many different areas of management (logistics, production planning, marketing, finance, etc.).

Some examples of recent projects include: finding the optimal staffing level when combining flexible and specialized workforce, determining optimal routes for delivery vehicles, optimizing lot sizes for production planning, etc.

In each case, we focus on solving larger and larger problems, allowing us to modelling more and more realistic situations with greater detail.

Recent progress in this respect has been impressive. For example, linear optimization problems that might have taken a month to solve fifteen years ago are now routinely solved in a few seconds on a desktop machine.

Services & Consultancy

- ▶ The Center for Operations Research and Econometrics (CORE), established more than forty years ago, is widely recognized as a leading research center for optimization. CORE has been a partner for many national and European research projects. The centre is also collaborating with various companies (mostly SMEs) for research projects jointly funded by the Walloon Region.

Representative Publications

- ▶ AGRELL, P J., BOGETOFT, P., TIND, J., **2005** « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.
- ▶ CHEVALIER, P., POCHET, Y., TALBOT, L., **2002** « Design of a 2-Stations Automated Guided Vehicle System », in KLOSE, A., GRAZIA SPERANZA, M., VAN WASSENHOVE, L., *Quantitative Approaches to Distribution Logistics and Supply Chain Management, [Lecture Notes in Economics and Mathematical Systems]*, New York, Springer, 421 p.
- ▶ CHEVALIER, P., VAN DEN SCHRIECK, J-C., **2008** « Optimizing the staffing and routing of small size hierarchical call-centers », *Production and Operations Management*, vol. 17, n° 3.
- ▶ POCHET, Y., WOLSEY, L.A., **2006** *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.

Partnerships & Scientific collaborations

- ▶ Routing International
www.routing-international.com
- ▶ N-Side
www.n-side.com

KEY WORDS FOR R & D

Operations research
Modelling
Optimization
Production planning
Queueing models
Mathematical programming
Mixed integer programming

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Venture capital (Le capital risque)

SENIOR SCIENTIST :

► Armin SCHWIENBACHER

Research Field and Subjects

The research addresses Venture capital and the financing of innovative firms.

Representative Publications

- SCHWIENBACHER, A., 2007 « A Theoretical Analysis of Optimal Financing Strategies for Different Types of Capital-Constrained Entrepreneurs », *Journal of Business Venturing*, vol. 22, n° 6, pp. 753-781.
- SCHWIENBACHER, A., 2008 « Innovation and Venture Capital Exits », forthcoming in *Economic Journal*.
- SCHWIENBACHER, A., 2007 « International Capital flows into Private Equity Funds », *Maandblad voor Accountancy en Bedrijfseconomie*, vol. 7, n° 8, pp. 335-343.
- SCHWIENBACHER, A., CUMMING, D., FLEMING, G., 2005 « Liquidity Risk and Venture Capital Finance », *Financial Management*, vol. 34, n° 4, pp. 77-105.
- SCHWIENBACHER, A., CUMMING, D., FLEMING, G., 2005 « Recent Research on the Investment Behavior of Private Equity Fund Managers », *Amsterdam Center for Corporate Finance: Topics in Corporate Finance*, vol. 11.
- SCHWIENBACHER, A., CUMMING, D., FLEMING, G., 2006 « Legality and Venture Capital Exits », *Journal of Corporate Finance*, vol. 12, pp. 214-245.

► SCHWIENBACHER, A., CUMMING, D., FLEMING, G., 2007 « The Structure of Venture Capital Funds », *Handbook of Research on Venture Capital*, chap.7, Cheltenam, Edward Elgar.

► SCHWIENBACHER, A., GIOT, P., 2007 « IPOs, Trade Sales and Liquidations: Modelling Venture Capital Exits Using Survival Analysis », *Journal of Banking & Finance*, vol. 31, n° 3, pp. 679-702.

► SCHWIENBACHER, A., RIYANTO, Y.E., 2006 « The Strategic Use of Corporate Venture Financing for Securing Demand », *Journal of Banking & Finance*, vol. 30, n° 10, pp. 2809-2833.

Partnerships & Scientific collaborations

- University of Amsterdam Business School (The Netherlands)
- Schulich School of Business, York University (Canada)
- HEC Paris (France)
- National University of Singapore (Singapore)
- Université de Grenoble (France)
- FUNDP Namur
- Union Wallonne des Entreprises
- PricewaterhouseCoopers Luxemburg

KEY WORDS FOR R&D

Venture capital
Entrepreneurial finance
Investment funds
Private equity

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Conceptual modelling of user interfaces to workflow information systems

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- ▶ Christophe LEMAIGRE
- ▶ Jean VANDERDONCKT

Research Field and Subjects

Understanding work is crucial for achieving business goals in organisations, managers constantly search for better ways to achieve these goals. In recent years, organisations have experienced an extensive focus on workflow, business process re-engineering, and total quality management. Workflow Technology is a particular kind of Information Technology (IT) intended to support work by enacting explicitly modelled and represented business processes. Hence, there has been a growing interest in Workflow Management Systems and flexible workflow support.

Our research exploits the workflow and task models and the model-based approach in order to systematically derive User Interfaces (UIs). We propose an organisational model that integrates process and task models to specify a workflow and entities to represent organisational components, such as: users, jobs and organisational units. The generated UIs correspond to the needs of the variety of users that a workflow system handles, within the organisation (production line, marketing, etc) and out of the organisation (Business partners, Ecommerce, etc). The coordination and communication channel among users is assured through the work list and agendas mechanism that allows users to allocate, delegate or offer tasks to the users.

The integration of the concepts above supported by a software tool can lead an organisation towards the digital firm.

Services & Consultancy

- ▶ Workflow specification
- ▶ Collaborative aspects in information system
- ▶ Information System modelling
- ▶ User Interface specification
- ▶ Organizational communication support
- ▶ Organisational modelling
- ▶ Integrating Information systems to the organisation

Representative Publications

- ▶ GUERRERO GARCIA, J., **2006** *Conceptual Modelling of User Interfaces to Workflow Information Systems*, DEA thesis, Louvain-la-Neuve, UCL
- ▶ GUERRERO GARCIA, J., VANDERDONCKT, J., GONZALEZ CALLEROS, J.M., **2008** « FlowiXML: a Step towards Designing Workflow Management Systems », *Journal of Web Engineering*, vol. 4, n°2.

Awards

- ▶ Josefina GUERRERO GARCIA was awarded with the CONACYT scholarship from the Mexican government from 2007-2009.

Partnerships & Scientific collaborations

- ▶ Defimedia Information Management
- ▶ SIMILAR - An European Network of Excellence
- ▶ CONACYT – the Mexican National Council for Science and Technology

KEY WORDS FOR R&D

Workflow
Information systems
Model-driven engineering
User interface development

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BCHI: www.isys.ucl.ac.be/bchi
UsiXML: www.usixml.org

Business process modelling and user interfaces design

SENIOR SCIENTISTS :

- ▶ Jean VANDERDONCKT
- ▶ Kenia SOUSA
- ▶ Hildeberto MENDONÇA

Research Field and Subjects

Our research work concerns the traceability from the business processes of corporate environments to the user interface of information systems to help business analysts in predicting the impact of process changes on the user interaction. It is also aimed at proposing changes in the processes when the user interaction is improved. To support this type of traceability, we apply a model-driven approach that derives user interfaces from business processes. This approach consists of four steps: business process modelling in the context of organisational engineering, task model derivation from the business process model, task refinement, and user interface model derivation from the task model. Each step contributes to specifying and refining mappings between the source and the target models. In this way, each model modification could be adequately propagated in the rest of the supply chain. By applying this model-driven approach, the user interfaces of the information systems are directly meeting the requirements of the business processes and are no longer decoupled from them. In addition, the user experience is considered in alignment with business needs. This work has matured in the context of a very large company sub-divided in the banking and insurance businesses.

Representative Publications

- ▶ SOUSA, K., MENDONCA, H., VANDERDONCKT, J., **2007** « Towards Method Engineering of Model-Driven User Interface Development », proceeding. of *6th Int. Workshop on Task Models and Diagrams TAMODIA'2007* (Toulouse, 7-9 November 2007), Lecture Notes in Computer Science, Berlin, Springer-Verlag, pp. 112-125.
- ▶ VANDERDONCKT, J., MENDONCA, H., MOLINA MASSO, J-P., **2007** « Distributed User Interfaces in Ambient Environment », proceeding of *Workshop on Model Driven Software Engineering for Ambient Intelligence Applications MDA-AMI'2007*, Darmstadt, 7-10 November 2007.

Partnerships & Scientific collaborations

- ▶ Namahn
- ▶ Fortis Insurance Belgium

Services & Consultancy

- ▶ In the context of large companies, we conduct interviews with professionals from different departments to understand the organisational context, their difficulties and needs. With the gathered information, we are able to perform a critical analysis and propose different solutions that can be assessed by the top managers to give them enough information to make a decision to bring forth an organization change to improve their current situation in terms of user interface design aligned with business processes.

KEY WORDS FOR R&D

Business process modelling
Model-driven engineering
Model-driven user interface development
Usability
User interface extensible markup language
User-centered design
Human factors
Standardization

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<http://www.isys.ucl.ac.be/bchi/>

Managing organisational innovation and change processes

SENIOR SCIENTISTS :

- ▶ Régis COEURDEROY
- ▶ Alain VAS

Research Field and Subjects

Most large companies today evolve in fast-moving environments. Business models need to be continuously challenged and transformed: organisational innovation and change processes are now key drivers of competitive advantages. This implies to improve both academic knowledge and managerial practices in this field. Indeed, we develop research by focusing on theoretical foundations of corporate transformations and innovative networks. We also develop studies on the speed of strategic change deployment within organisations. Our research is academic but also explicitly oriented towards managers in action.

Services & Consultancy

- ▶ Consultancy in organisational strategy (business and corporate) and in change management
- ▶ Executive education

Representative Publications

- ▶ BYOSIERE, P., VAS, A., **2003** « Beyond the Zero Sum Game of Diffusion of Innovation: The Interaction of Social Networks and Organizational Knowledge », *19^{ème} Conférence Internationale de European Group of Organizational Studies (EGOS)*, Copenhagen, Denmark, July **2003**.
- ▶ BYOSIERE, P., VAS, A., **2004** « Understanding diffusion of Innovation through the Interaction of Social Networks and Organizational Knowledge », *Hawaii International Conference on International Business*, Honolulu, Hawaii, USA, June 2004.
- ▶ COEURDEROY R., **2007** *L'économie des organisations*, Paris, Vuibert, 187 p.
- ▶ COEURDEROY R., DUPLAT V., **2007** « Technology Strategic Alliances and the Institutional Foundation of Networks », *EMNet 2007, Economics and Management of Networks*, Rotterdam.
- ▶ VAS, A., **2002** « Top Management skills in a context of endemic organizational change: The Case of Belgacom », *Journal of General Management*, vol. 27, n° 1, pp. 71-89.

- ▶ VAS, A., **2005** « Dossier spécial : le changement stratégique dans tous ses états », *Gestion 2000*, vol .22, n°5, pp. 19-26.
- ▶ VAS, A., **2005** « La vitesse de propagation du changement au sein des grandes organisations », *Revue Française de Gestion*, vol. 31, n° 155, pp. 135-151.
- ▶ VAS, A., **2005** « Les processus de changement organisationnel à l'épreuve des faits : une approche multiparadigmatique », *Management International*, vol. 9, n° 2, pp. 21-36.
- ▶ VAS, A., **2005** « Revisiter la résistance au changement aux différents niveaux hiérarchiques : une étude exploratoire », *Gestion 2000*, vol. 22, n° 5, pp. 131-154.
- ▶ VAS, A., **2006** « Les attributs du changement comme facteur de résistance : une approche diachronique », *Conférence Internationale de l'Association Internationale de Management Stratégique*, Annecy, France.
- ▶ VAS, A., **2007** *Exploring the speed of strategic change propagation*, Academy of Management, Philadelphia.
- ▶ VAS, A., COEURDEROY, R., **2005** *Explaining factors affecting the speed of organizational innovation diffusion: a survival model*, Academy of Management, Honolulu.
- ▶ VAS, A., INGHAM, M., **2004** « Organizational change: Open your eyes and use a wide angle lens », *European Business Forum*, vol. 16, pp. 60-64.

Awards

- ▶ VAS, A., Laureate second prize of the « Best Dissertation Award », Association Internationale de Management Stratégique (AIMS-FNEGE), **2003**.
- ▶ VAS, A., Best Paper Competition Finalist, Booz Allen-Hamilton Fellowship, at the 20th Strategic Management Society Conference, Vancouver, October, 2000.

Partnerships & Scientific collaborations

- ▶ HEC Montréal, CETO
- ▶ ERASMUS UNIVERSITY, Strategic Renewal Center, Rotterdam
- ▶ CENTIVE, Cass Business School, London

KEY WORDS FOR R&D

Organisational innovation
Change
Process

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Organisations and labour markets

SENIOR SCIENTISTS :

- ▶ Muriel DEJEMEPPE
- ▶ Henri SNEESSENS
- ▶ Vincent VANDENBERGHE
- ▶ Bruno VAN DER LINDEN

Research Field and Subjects

Research in this field covers:

Diagnostic of the functioning of the labour markets;
 The impacts and design of unemployment insurance;
 The impacts and design of active labour market policies
 - Training of the unemployed
 - Counseling of the unemployed;
 The impacts and the design of labour income taxation and social security contributions;
 Analysis of the education systems in the French speaking part of Belgium.

Services & Consultancy

- ▶ BATYRA, A., CARDULLO, G., COCKX, B., DEJEMEPPE, M., DENNI, M., GöBEL, C., SNEESSENS, H., VAN DER LINDEN, B., **2005** *Evaluations micro et macroéconomiques des allégements de la (para) fiscalité en Belgique*, Série. Problèmes actuels concernant la cohésion sociale, Gent, Academia Press et Politique scientifique fédérale.
- ▶ COCKX, B., DEFOURNY, A., MURIEL DEJEMEPPE, M., VAN DER LINDEN, B., **2006** *Le nouveau système de suivi des chômeurs : une évaluation*, Research report financed by the Federal Department of Science Policy, Belgium, Department of Economics and IRES, Université catholique de Louvain.
- ▶ CREPON, B., GURGAND, M., DEJEMEPPE, M., **2004** *Mesure d'impact du PAP/ND*, research project financed by the Agence nationale pour l'emploi (ANPE) in France.
- ▶ DE LA CROIX, D., VANDERBERGHE, V., **2005** *Human capital in Belgium and its provinces*, Report for the EU Commission, Brussels.
- ▶ SNEESSENS, H., **2003** *Etude des relations entre coût salarial et emploi (approche désagrégée)*, research project financed by the 'Ministère de la Région wallonne et le Service des Etudes et de la Statistique.

Representative Publications

- ▶ CARDULLO, C., VAN DER LINDEN, B., **2007** « Employment subsidies and substitutable skills: An equilibrium matching approach », *Applied Economics Quarterly*, vol. 4, pp. 375-404.
- ▶ COCKX, B., DEJEMEPPE, M., **2005** « Duration Dependence in the Exit Rate out of Unemployment in Belgium. Is it True or Spurious? », *The Journal of Applied Econometrics*, vol. 20, pp. 1-23.
- ▶ COCKX, B., GöBEL, CH., VAN DER LINDEN, B., MASUY, B., ROBIN, B., **2004** « POLITIQUES D'ACTIVATION POUR DES JEUNES chômeurs de longue durée sans expérience de travail : une évaluation », *Revue belge de Sécurité sociale*, n° 3, pp. 497-510.
- ▶ DEBANDE, O., VANDENBERGHE, V., **2007** « Deferred and Income-Contingent Tuition Fees: an empirical assessment using Belgian, German and UK data », *Education Economics*, vol. 15, pp. 421-440.
- ▶ DEBANDE, O., VANDENBERGHE, V., **2007** « Refinancing EU's Higher Education with Deferred and Income-Contingent Tuition Fees : An empirical assessment using Belgian, German and UK data », Case DP No 124, Case-Sticerd, , forthcoming in *European Journal of Political Economy*, LSE, London.
- ▶ DEJEMEPPE, M., **2005** « A complete decomposition of unemployment dynamics using longitudinal grouped duration data », *Oxford Bulletin of Economics and Statistics*, vol. 67, pp. 47-70.
- ▶ DEJEMEPPE, M., VAN DER LINDEN, B., **2007** « Actions du Plan Marshall sur le marché du travail wallon », in HANIIN B., LEMAIRE, J.-P., *Le plan d'actions prioritaires de la Région wallonne*, Louvain la Neuve, Presses Universitaires de Louvain, pp. 41-68.
- ▶ HUNGERBÜHLER, M., LEHMANN, E., PARMENTIER, A., VAN DER LINDEN, B., **2006** « Optimal income taxation in an equilibrium unemployment model », *Review of Economic Studies*, vol. 73, pp. 715-773.
- ▶ JOSEPH, G., PIERRARD, O., SNEESSENS, H., **2004** « Job turnover, unemployment and labor market institutions », *Labour Economics*, vol. 11, pp. 451-468.
- ▶ VANDERBERGHE, V., **2006** « Achievement Effectiveness and Efficiency. The role of Tracking, Grade Repetition and Inter-school Segregation », *Applied Economics Letters*, vol. 13, pp. 685-693.

Partnerships & Scientific collaborations

- ▶ Banque Nationale de Belgique
- ▶ Banque Centrale du Luxembourg
- ▶ CREST (Institut National de la Statistique et des Études Économiques, France)
- ▶ EPEE (Université d'Evry, France)
- ▶ European Investment Bank
- ▶ Facultés Universitaires Notre-Dame de la Paix
- ▶ Facultés Universitaires Saint-Louis
- ▶ GAINS (Université du Mans)

KEY WORDS FOR R&D

Labour economics
Micro-econometrics
Evaluation
Matching models
General equilibrium
Non-walrasian economy
Unemployment
Labour flows
Labour market policies
Institutions

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http://www2.econ.ucl.ac.be/~sexvdb/Vandenbergh_Vincent.htm
http://www.ires.ucl.ac.be/CSSSP/home_pa_pers/Sneessens/Sneessens.html
http://www.ires.ucl.ac.be/CSSSP/home_pa_pers/Vanderlinden/Vanderlinden.html

Social dialogue and collective bargaining

SENIOR SCIENTISTS :

- ▶ Evelyne LEONARD
- ▶ Pierre REMAN
- ▶ Pierre-Paul VAN GEHUCHTEN

Research Field and Subjects

Researchers in law, economics and industrial relations join their efforts to conduct multi-disciplinary projects on social dialogue and collective bargaining.

Current issues cover the developments in the Belgian system of industrial relations, industrial relations and social security, economic and social change and collective bargaining, new forms of governance and industrial relations, European integration and national industrial relations.

Services & Consultancy

▶ Applied research for national and European agencies: Belgian federal institutions, European Commission, European Foundation for the Improvement of Living and Working Conditions, Cedefop, etc.

This is completed by training sessions and conferences for practitioners, such as, for instance, a training programme for the Institut de Formation de l'Administration Fédérale, in Belgium.

Representative Publications

- ▶ CRESSEY, P., GOLD, M., LEONARD, E., **2007** « Whatever Happened to Social Dialogue? From partnership to managerialism », *European Journal of Industrial Relations*, vol. 13, n° 1, pp. 7-25.
- ▶ LEONARD, E., **2005** « Governance and concerted regulation of employment in Europe », *European Journal of Industrial Relations*, vol. 11, n° 3, pp. 307-326.
- ▶ LEONARD, E., ERNE, R., MARGINSON, P., SMISMANS, S., **2007** *New structures, forms and processes of governance in European industrial relations*, Report for the European Foundation for the Improvement of Living and Working Conditions, Luxembourg, Office for Official Publications of the European Communities, 96 p.
- ▶ LEONARD, E., REMAN, P., **2005** « 'Jobs, jobs, jobs', Ambivalence of concerted change for employment in Europe », *Transfer*, vol. 10, n° 4, pp. 552-568.
- ▶ REMAN, P., CAPRON, M., **2006** « Vers un modèle belge de flexibilité », *La Revue Nouvelle*, n° 7-8, pp. 53-62, July August 2006.

- ▶ REMAN, P., FELTESSE, P., **2003** « L'évolution de la gestion partiaire de la sécurité sociale en Belgique », *Reflets et Perspectives de la vie économique*, vol. XLII, n° 4, pp. 101-113.
- ▶ VAN GEHUCHTEN, P.-P., DEMEZ G., **2005** « La participation des travailleurs dans la société européenne », in *Centre d'études Jean Renaud, La société européenne*, Bruxelles, Bruylant, pp. 213-255.
- ▶ VAN GEHUCHTEN, P.P., DUMONT, H. (Eds), **2003** Dossier « Actualités constitutionnelles de la construction européenne », *Droit et société*, vol. 53, pp. 9-134.
- ▶ VAN GEHUCHTEN, P.-P., REYNIERS, P., **2007** « Information et consultation des travailleurs - de quelques paradoxes du droit du travail à la lumière de la directive 2002/14 », *Revue du droit de l'Union européenne*, vol. 1, pp. 15-40.

Awards

- ▶ « Persona » Award, ADP Brussels
- ▶ Banque Nationale de Belgique Funding 2008.

Partnerships & Scientific collaborations

- ▶ Numerous collaborations in joint projects with other European universities, such as
 - University of Warwick,
 - Università degli Studi di Firenze,
 - University College Dublin,
 - Universiteit van Amsterdam,
 - Université Paris 1,
 - Sciences-Po Paris,
 - Universités de Nantes,
 - etc.
- ▶ In Belgium, partnerships with
 - Fondation Travail Université,
 - 4CERISIS,
 - Observatoire social européen,
 - 4FUSL,
 - KUL,
 - ETOS.be,

Research financed by federal scientific policy, devoted to the europeanisation of social tools for the conduct of social policy.

KEY WORDS FOR R&D

Social dialogue
Labour relations
Industrial relations
Collective bargaining
Employer associations
Trade unionism

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Comparative industrial relations

SENIOR SCIENTISTS :

- ▶ Evelyne LEONARD
- ▶ Armand SPINEUX

Research Field and Subjects

The Institut des Sciences du Travail (IST) has developed an expertise in comparative industrial relations in Europe, in the context of the European integration, and specifically of the development of the European social dialogue.

European integration impacts the national systems of industrial relations and creates increased inter-dependency between national institutions.

The research projects conducted in the field analyse and compare the developments in collective bargaining structures and processes, mainly at cross-industry and at sector level, in the member states of the European Community. They also analyse developments at the European level.

The expertise includes adapted methodology to collect empirical data that are comparable across the countries.

Representative Publications

- ▶ More than 30 research reports on the representativeness of sector-level social partner organisations in the member states of the European Community (all available on-line: <http://www.uclouvain.be/11476.html>)
- ▶ LEONARD, E., ERNE, R., MARGINSON, P., SMISMANS, S., **2007** *New structures, forms and processes of governance in European industrial relations*, Report for the European Foundation for the Improvement of Living and Working Conditions. Luxembourg: Office for Official Publications of the European Communities, 96 p.
- ▶ CRESSEY, P., GOLD, M., LEONARD, E., **2007** « Whatever Happened to Social Dialogue? From partnership to managerialism », *European Journal of Industrial Relations*, vol. 13, n° 1, pp. 7-25.

Services & Consultancy

- ▶ IST has conducted several research projects for the European Commission, on the representativeness of trade unions and employer organisations in diverse sectors of activity, in all EU member states.
- ▶ Other projects include expertise for the European Foundation for the Improvement of Living and Working Conditions, Dublin, as a national correspondent for Belgium and for comparative research projects.
- ▶ IST also coordinates projects for other institutions such as the Cedefop, Thessaloniki.

Partnerships & Scientific collaborations

- ▶ Partnership with the Observatoire social européen, Brussels
- ▶ with HIVA/Kuleuven
- ▶ with numerous research teams in universities around Europe a.o.:
 - Università degli Studi di Firenze
 - Universität Trier
 - London School of Economics
 - Universiteit van Amsterdam
 - University College Dublin
 - Stockholm University
 - etc.

KEY WORDS FOR R&D

Social dialogue
Industrial relations
Comparative research

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Applicants' and employees' reactions to personnel selection practices and policies

SENIOR SCIENTIST :

- ▶ Florence STINGLHAMBER

Research Field and Subjects

How do individuals react to personnel selection procedures and practices? That is the research question that we investigate in our new projects. More specifically, our research objective on this topic is twofold.

Firstly, our aim is the examination of the **applicants' reactions** to personnel selection procedures and practices. In particular, we intend to determine how

- (a) the type of techniques used (e.g., assessment centres vs. graphology),
 - (b) the quality of the feedback given to the applicants concerning their performance in the selection situation,
 - (c) the relevance and type of information provided about the job and the organisation, (d) the transparency and perceived justice of the selection process, etc.
- affect applicant's attitudes toward the recruiting organisation (i.e., organisational attractiveness, propensity to recommend the organisation to other applicants, propensity to stay/become client of the organisation, etc.).

Secondly, we examine **employees' reactions** to the personnel selection procedures and practices of their employer. Specifically, we are interested in the impact of employer branding on employees' attitudes and behaviours at work.

Our aim is to determine the differential effects of employer branding given that

- (a) this employer branding does or does not correspond to the reality that the employees experience in the workplace, and
- (b) this employer branding carries organisational values that do or do not fit with employees' personal values.

Services & Consultancy

- ▶ Evaluation of the impact of the employer branding of an organisation
- ▶ Evaluation of the impact of a job selection process
- ▶ Evaluation of the impact of job selection techniques

Representative Publications

- ▶ F. STINGLHAMBER, F., VANDENBERGHE, C., BRANCART, S., **1999** « Les réactions des candidats envers les techniques de sélection du personnel : Une étude dans un contexte francophone », *Travail Humain*, n° 62, pp.347-361.

Partnerships & Scientific collaborations

- ▶ In partnership with several companies

KEY WORDS FOR R&D

Job selection
Human resource management
Employer branding
Selection techniques
Job applicants
Employees
Reactions

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Evaluation and development of emotional competencies in the workplace

SENIOR SCIENTISTS :

- ▶ Moïra MIKOLAJCZAK
- ▶ Olivier LUMINET

Research Field and Subjects

The “emotional intelligence in the workplace” lab follows from the growing body of research showing the importance of emotional competencies for individual and organisational efficient functioning. Three competencies seem to be particularly important:

- (a) the identification of emotions (e.g., paying attention and being able to identify one's collaborators boredom or anger is a necessary condition to react to them appropriately),
 - (b) the utilization of emotions (e.g., one can use his/her enthusiasm about some success to find the energy necessary to deal with an unrelated problem) and
 - (c) the regulation of emotions (e.g., one must be able to manage one's stress efficiently in order not to pass it on one's subordinates). The lab's research lies at the intersection of psychological, medical and management sciences. It aims at providing scientific answers to three major questions:
- (1) How can the organisation reliably measure the emotional competencies of its workforce? (2) What is the most efficient way to develop emotional competencies in the workplace? and (3) What are the effects of such training on subjective and objective outcomes? Accordingly, the lab has taken two major orientations:

Measurement of emotional competences. Development and validation of new measurement tools. Translation and adaptation of existing English or German measurement tools.

Development of emotional competences.

Creation of scientifically-based trainings. Longitudinal evaluation of their effect on the trainee's functioning (e.g., job performance, job satisfaction, job stress, health-related variables) and his/her subordinates' functioning (e.g., subordinates' performance, stress and satisfaction).

Services & Consultancy

- ▶ Integration of the measurement of emotional competencies in the selection process
- ▶ Evaluation of trainings' efficiency
- ▶ Development of managers and employees' emotional competences

Representative Publications

- ▶ MIKOLAJCZAK, M., LUMINET, O., **2008** « L'effet modérateur de l'intelligence émotionnelle sur la réponse psychologique et biologique au stress: une synthèse [the moderating effect of emotional intelligence on psychological and biological responses to stress: a summary] », in LOERER, E., MOGENET, F., CUISINIER, J-L., GOTTESDIENER, H., MALLET, P., VRIGNAUD, P. (Eds.), *Perspectives Différentielles en Psychologie*, Rennes, Presses Universitaires de Rennes.
- ▶ MIKOLAJCZAK, M., LUMINET, O., LEROY, C., ROY, E., **2007** « Psychometric Properties of the Trait Emotional Intelligence Questionnaire: Factor Structure, Reliability, Construct, and Incremental Validity in a French-Speaking Population », *Journal of Personality Assessment*, n° 88, pp. 338-353.
- ▶ MIKOLAJCZAK, M., LUMINET, O., MENIL, C., **2006** « Predicting mental and somatic resistance to stress: the incremental validity of trait emotional intelligence over alexithymia and optimism », *Psicothema*, vol. 18, pp. 79-88.
- ▶ MIKOLAJCZAK, M., LUMINET, O., MENIL, C., **2007** « Explaining the protective effect of trait emotional intelligence regarding occupational stress: exploration of emotional labour processes », *Journal of Research in Personality*, n° 41, pp. 1107-1117.
- ▶ MIKOLAJCZAK, M., LUMINET, O., ROY, E., FILLEE, C., DE TIMARY, P., **2007** « The moderating impact of emotional intelligence on the free cortisol responses to stress ». *Psychoneuroendocrinology*, vol. 32, pp. 1000-1012.
- ▶ MIKOLAJCZAK, M., YANG, L., BELLINGHAUSEN, L., STUMPF, L., WEBER, L., **2007** « Développer l'intelligence émotionnelle des managers », *Handbooks of the trainer and the trainee*, unpublished manuscript, Université Catholique de Louvain.

Award

- ▶ Fellowship of the Gallup Organisation for the 2004 Positive Psychology Summit [Washington DC, USA]

Partnerships & Scientific collaborations

Scientific collaborations

- ▶ Stanford University, USA
Contact: J. Gross
- ▶ University College London, UK
Contact: K.V. Petrides
- ▶ Université de Liège, Belgium
Contact : M. Hansenne, J. Quoidbach and D. Nelis
- ▶ Université Paris V, France
Contact : L. Bellinghausen

Partnership with organisations

- ▶ Delta Lloyd
- ▶ Fortis
- ▶ PN Consult

KEY WORDS FOR R&D

Emotional competences
Emotional intelligence
Emotion management
Stress management
Assessment
Managerial competencies
Performance
Health
Motivation

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Managerial competencies

SENIOR SCIENTIST :

- ▶ Florence STINGLHAMBER

Research Field and Subjects

Combining the literature on competence management with the current conceptualisations of leadership, our research aims at producing new knowledge about managerial competencies. Specifically, our research question is as following: What makes the difference between an efficient manager and an inefficient one, that is between a manager who obtains a good performance from his team and a manager who does not?

In particular, this contribution aims at developing a model of managerial competencies. Three types of competencies seem to be particularly important:

- (a) task-oriented competencies (e.g., planning or clarifying roles),
- (b) relations-oriented competencies (e.g., supporting or empowering subordinates), and (c) change-oriented competencies (e.g., encouraging innovative thinking).

Over and beyond the identification of managerial competencies, this research project aims to identify the determinants of these competencies, i.e. the resources that the managers can rely on in order to be competent. These resources can be both external (e.g., organisational context or culture) and internal (e.g., their emotional intelligence or personality traits).

Finally, this theoretical model of managerial competencies will be scientifically validated. Accordingly, our purpose is to show the extent to which these different types of managerial competencies predict, directly or indirectly, subordinates' positive attitudes and behaviours at work, team performance and, finally, organisational efficiency.

Services & Consultancy

- ▶ Audit/evaluation of managerial competencies as well as personal and organisational resources
- ▶ Audit/evaluation of subordinates' job attitudes and behaviours, team performance and organisational efficiency, in relationship with managerial competencies
- ▶ Benchmarking

Representative Publications

- ▶ DE CREMER, D., VAN KNIPPEMBERG, B., VAN KNIPPEMBERG, D., MULLENDERS, D., STINGLHAMBER, F., 2005 « Rewarding leadership and fair procedures as determinants of self-esteem. », *Journal of Applied Psychology*, n° 90, pp. 3-12.

Partnerships & Scientific collaborations

- ▶ Université de Liège, HEC-ULg School of Management
Contact : J-M. Dujardin, F. De Zanet and M. Pleyers
- ▶ In partnership with several companies

KEY WORDS FOR R&D

Leadership
Managerial competencies
Skills in management
Subordinates
Job attitudes and behaviours
Team performance
Organisational efficiency
Coaching
Organisational development

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Ageing and well-being at work

SENIOR SCIENTIST :

- ▶ Donatiennne DESMETTE

Research Field and Subjects

In western societies, workforce is growing old and human resource management has to deal with this phenomenon. Nevertheless, most organisations restrict their management of ageing to the adaptation of working conditions. But research has revealed that ageism, i.e. the stigmatization of individuals because they are old, can be more damaging for individuals' performance and well-being than ageing per se.

Our studies are concerned not only with how organisations manage ageing of their workforce but also with the effects of age-related processes on older workers' well-being and on intergenerational relationships to help promoting successful ageing and quality of life at work.

Services & Consultancy

- ▶ Evaluation of age-related management policies and practices
- ▶ Evaluation of diversity-related management policies and practices

Representative Publications

- ▶ DESMETTE, D., GAILLARD, M., 2007 « When the worker becomes an « older worker »: Analysing the career end in the light of social identity theory », Working paper, *Small group meeting "Aging and Work", European Association of Work and Organisational Psychology*, Tilburg 17-19 janvier 2007

- ▶ DESMETTE, D., GAILLARD, M., LIENARD, G., 2005 « Lorsque l'âge devient stigmate : le rôle de l'identité de travailleur « âgé » dans l'intention de prépension », in BATTISTELLI, A., DEPOLO, M., FRACCAROLI, F. (Eds.), *La qualité de la vie au travail dans les années 2000*, Bologna, CLUEB, pp. 828-836.
- ▶ DESMETTE, D., LIENARD, G., DALLA VALLE, C., 2007 « Les activités sociales : occupation ou insertion ? », in HERMAN, G. (Ed.), *Travail, chômage et stigmatisation : une analyse psychosociale*, Bruxelles, De Boeck, collection Economie, Société, Région, pp. 309-344.
- ▶ GAILLARD, M., DESMETTE, D., 2007 « L'environnement familial et la décision de prépension », in CASMAN, M.T., SIMAYS, C., BULCKENS, R., MORTELmans, D. (Eds.), *Familles plurielle, Politique familiale sur mesure*, Bruxelles, Edition Luc Pire, pp. 124-127.
- ▶ GAILLARD, M., DESMETTE, D., 2007 « Les attitudes professionnelles des travailleurs âgés ». in HERMAN, G. (Ed.), *Travail, chômage et stigmatisation : une analyse psychosociale*, Bruxelles, De Boeck, collection Economie, Société, Région, pp. 309-344

Partnerships & Scientific collaborations

- ▶ Centre de Recherche pour la Solidarité et l'Innovation Sociale (CERESIS)
- ▶ Unité de Psychologie Sociale et des Organisations (PSOR)
- ▶ Institut Wallon de l'Evaluation, de la Prospective et de la Statistique

KEY WORDS FOR R&D

Social psychology of work
Aging at work
Well-being
Intergroup processes
Intergenerational relationships

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Social law

SENIOR SCIENTISTS :

- ▶ Pascale VIELLE
- ▶ Christine CANAZZA

Research Field and Subjects

The topic of older workers is a topic of social equity between active workers and retirees, but also between generations. In order to perform the Lisbon strategy, it has been said that the European Union had to modernise the European social(s) model(s) by investing, in particular, in human resources. Three years later, in November 2003, the employment taskforce gave a report which insisted on radical change at political and cultural level as part of the elaboration of strategies with regard to an active old age. Looking at the current demographical evolution, it is clear that the policies have to take in account the implication of this fact both on the employment market as well as on the social security system.

Services & Consultancy

- ▶ Legal opinions & general legal advice.
- ▶ Legal representation before national courts.

Representative Publications

- ▶ CANAZZA, C., BURNAY, N., **2005** *Politiques à l'égard des travailleurs âgés : entre puissance des discours et résistance au changement*, Bruxelles, Larcier.
- ▶ CANAZZA, C., HAUTENNE, N., BLONDIAU, P., **2006** *Protections contre le licenciement et motivations du congé : vraies ou fausses exceptions ?*, Bruxelles, Kluwer.
- ▶ CANAZZA, C., MARY, G., **2007** *Les modes d'introduction et les délais de recours en droit judiciaire social*, Bruxelles, Orientations.
- ▶ CANAZZA, C., **2008** « La cour tempère l'interdiction des discriminations fondées sur l'âge », *Journal de droit européen*, pp.79-81.
- ▶ CANAZZA, C., DEAR, L., **2008** *L'acte équivalent à rupture et l'indemnité forfaitaire de l'article 63*, Louvain-la-Neuve, Anthémis, à paraître.

Partnerships & Scientific collaborations

- ▶ Département de droit économique et social (U.C.L.).
- ▶ Bulletin social (Anthemis).

KEY WORDS FOR R&D

Labour law
Social security law
European social law
Ageing
Employment market
Discrimination
End of careers

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Job attitudes and behaviours

SENIOR SCIENTIST :

- ▶ Florence STINGLHAMBER

Research Field and Subjects

Industrial and organisational psychology is the study of behaviour in work settings. Accordingly, research in this area has traditionally examined diverse employees' behaviours that are important in the world of work, i.e. withdrawal behaviours (e.g., turnover, absenteeism, and tardiness), job performance, pro-social behaviours, etc. More specifically, many scholars have focused on the identification of the determinants of these behaviours. They found that employees' attitudes toward their organisation are important antecedents of their behaviours at work.

In line with this research stream, our research projects focus on the following issues.

Firstly, we further examine the links between employees' attitudes and their work behaviours, using research designs and statistical tools that are appropriate in order to establish causal connections among variables.

Secondly, we investigate the conditions (such as personality traits or contextual variables) favouring the development of positive job attitudes and behaviours.

Thirdly, we study the role of other entities pertaining to the workplace in the prediction and emergence of job attitudes and behaviours. Specifically, we examine how supervisors, colleagues or customers can play a central role in the development of these attitudes and behaviours.

Fourthly, we study the effects of human resources practices and policies on employees' attitudes and behaviours, in order to determine how organisations can induce positive attitudes and behaviours among their workforce through their HRM.

Services & Consultancy

- ▶ Audit of employees' attitudes and behaviours at work
- ▶ Employee satisfaction survey

Representative Publications

- ▶ BENTEIN, K., STINGLHAMBER, F., VANDENBERGHE, C., **2002** « Organization-, supervisor-, and work group-directed commitments and citizenship behaviors: A comparison of models », *European Journal of Work and Organization Psychology*, vol. 11, pp. 341-362.
- ▶ BENTEIN, K., VANDENBERGHE, R., VANDENBERGHE, C., STINGLHAMBER, F., **2005** « The Role of Change in the Relationship between Commitment and Turnover: A Latent Growth Modeling Approach », *Journal of Applied Psychology*, vol. 90, pp. 468-482.
- ▶ DE CREMER, D., STINGLHAMBER, F., EISENBERGER, R., **2005**. « Effects of Own versus Other's Fair Treatment on Positive Emotions: A Field Study », *Journal of Social Psychology*, vol. 145, pp. 741-744.
- ▶ EISENBERGER, R., STINGLHAMBER, F., VANDENBERGHE, C., SUCHARSKI, I., RHOADES, L., **2002** « Perceived supervisor support: Contributions to perceived organizational support and employee retention », *Journal of Applied Psychology*, vol. 87, pp. 565-573.
- ▶ STINGLHAMBER, F., BENTEIN, K., VANDENBERGHE, C., **2002** « Extension of the three-component model of commitment to five foci: Development of measures and substantive test », *European Journal of Psychological Assessment*, vol. 18, pp. 123-138.
- ▶ STINGLHAMBER, F., BENTEIN, K., VANDENBERGHE, C., **2004** « Affective commitment to the organization, supervisor, and work group: Structure, antecedents, and relationships with turnover and performance », *Journal of Vocational Behavior*, vol. 64, pp. 47-71.
- ▶ STINGLHAMBER, F., BENTEIN, K., VANDENBERGHE, C., **2004** « Congruence de valeurs et implication envers l'organisation et le groupe de travail », *Psychologie du Travail et des Organisations*, vol. 10, pp. 165-187.
- ▶ STINGLHAMBER, F., DE CREMER, D., MERCKEN, L., **2006** « Perceived support as a mediator of the relationship between justice and trust: A multiple foci approach », *Group & Organization Management*, vol. 31, pp. 442-468.
- ▶ STINGLHAMBER, F., VANDENBERGHE, C., **2003** « Organizations and supervisors as sources of support and targets of commitment: A longitudinal study », *Journal of Organizational Behavior*, vol. 24, pp. 251-270.
- ▶ STINGLHAMBER, F., VANDENBERGHE, C., **2004** « Favorable job conditions and perceived support: The role of organizations and supervisors ». *Journal of Applied Social Psychology*, vol. 34, pp. 1470-1493.

Partnerships & Scientific collaborations

Scientific collaborations

- ▶ University of Delaware, Department of Psychology
Contact: R. Eisenberger
- ▶ University of Delaware, Department of Business Administration
Contact: T. Becker
- ▶ Université de Liège, Département de Psychologie
Contact : I. Hansez
- ▶ Université de Liège, HEC-ULg School of Management
Contact : J-M. Dujardin et F. De Zanet

Partnerships

- ▶ In partnership with organisations from the private and public sectors

KEY WORDS FOR R&D

Perceived organisational support
Employees' commitment in the workplace
Organisational justice
Job satisfaction
Professional stress
Work performance
Pro-social behaviours
HR management

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Diversity at work

SENIOR SCIENTIST :

- ▶ Donatielle DESMETTE

Research Field and Subjects

Because of the growing diversity of the workforce, organisations are concerned with managing processes related to the relations between social groups. In particular, stigmatization and discrimination of members of minorities can act as stressors. Consequently, they are likely, besides other strains such as working conditions, to have deleterious effects both on organisational performance and prejudiced workers' well-being. Our studies analyse the effects of intergroup processes on workers' attitudes and performance to help improving diversity management in the workplace. In particular, our current research is concerned with the stigmatization of ageing in the organisations. Our aim is to analyse the effects of age-related intergroup processes on workers' attitudes and well-being at work in order to reveal the conditions required for successful aging at work.

Services & Consultancy

- ▶ Evaluation of diversity-related management policies and practices
- ▶ Evaluation of age-related management policies and practices

Representative Publications

- ▶ DESMETTE, D., BOURGUIGNON, D., HERMAN, G., **2001** « Menace du stéréotype et déficit cognitif : une étude des processus auto-handicapants », in PAUGAM-MOISY, H., NYCKEES, V., CARON-PARGUE, J. (Eds.), *La cognition entre individu et société*, Paris, Hermès-Lavoisier, pp. 57-68.
- ▶ DESMETTE, D., GAILLARD, M., **2007** « When the worker becomes an « older worker »: Analysing the career end in the light of social identity theory », Working paper, *Small group meeting "Aging and Work"*, European Association of Work and Organisational Psychology, Tilburg 17-19 janvier 2007.
- ▶ DESMETTE, D., GAILLARD, M., LIENARD, G., **2005** « Lorsque l'âge devient stigmate : le rôle de l'identité de travailleur « âgé » dans l'intention de prépension. », in A. BATTISTELLI, DEPOLO, M., FRACCAROLI, F. (Eds.), *La qualité de la vie au travail dans les années 2000*, Bologna, CLUEB, pp. 828-836.
- ▶ GAILLARD, M., DESMETTE, D., **2007** « Les attitudes professionnelles des travailleurs âgés », in HERMAN, G. (Ed.), *Travail, chômage et stigmatisation : une analyse psychosociale*, Bruxelles, De Boeck, collection Economie, Société, Région, pp. 309-344.

Partnerships & Scientific collaborations

- ▶ Centre de Recherche pour la Solidarité et l'Innovation Sociale (CERISIS)
- ▶ Unité de Psychologie Sociale et des Organisations (PSOR)
- ▶ Institut Wallon de l'Evaluation, de la Prospective et de la Statistique

KEY WORDS FOR R&D

Social psychology of work
Diversity
Aging at work
Intergroup processes
Stereotype threat
Job attitudes
Performance

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What is a 'fair organisation'? Principles of justice in contemporary organisations

SENIOR SCIENTISTS :

- ▶ Matthieu DE NANTEUIL
- ▶ Nadine FRASELLE, Thomas PERILLEUX
- ▶ Christian ARNSPERGER, Valérie SWAEN
- ▶ Axel GOSSERIES, Jan NOTERDAEME

Research Field and Subjects

This field of research aims at exploring ways whereby ethical norms, generally dedicated to individuals or institutions, can be applied to modern organisations (profit and non-profit), within a context of increased Corporate Social Responsibility.

Services & Consultancy

- ▶ The perspective is to provide students, practitioners and academics with solid reflections on ethical dilemmas that arise in contemporary organisations, as well as normative backgrounds that would enable 'fair decisions' to be taken.

Representative Publications

- ▶ DE NANTEUIL, M., 2007 « Le paradoxe de la RSE ou comment (ne pas) en sortir », *Document de la Chaire Hoover d'éthique économique et sociales*, DOCH n° 174, Université Catholique de Louvain, 32 p.
- ▶ DE NANTEUIL, M., CNOP, A., 2007 « Penser la justice dans les organisations : de Weber à Walzer », *Travailler*, Revigny-sur-Ornain, Media Martin, vol ; 18, n° 2, pp. 183-202.

Partnerships & Scientific collaborations

- ▶ Chaire Hoover d'éthique économique et sociale
- ▶ Centre Entreprise-Environnement
- ▶ LISE - CNRS

KEY WORDS FOR R&D

Ethics
Justice
Profit Organisations
Non-Profit Organisations
Work organisation
Corporate Social Responsibility
Values
Norms and normative conflicts

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Law and economics/Corporate governance

SENIOR SCIENTIST :

► Alexia AUTENNE

Research Field and Subjects

This research field focuses on a series of issues: corporate governance, pension funds regulation, employee share ownership. It associates law and economics.

Partnerships & Scientific collaborations

- Centre de Philosophie du Droit, UCL
- Centre Jean Renaud, UCL
- Centre for Business Research, Cambridge, UK,
- Unité de Droit économique, Faculté de Droit, ULG

Representative Publications

- AUTENNE, A., 2001 « Employees Financial Participation in the French Legal System », in COBBAUT, R., LENOBLE, J. (Eds), *Corporate Governance: an institutionalist approach*, London, Kluwer Law International, pp. 185-218.
- AUTENNE, A., 2005 *Analyse économique du droit de l'actionnariat salarié*, Bruxelles, Bruylants-LGDJ, 504 p.
- AUTENNE, A., 2006 « The governance of ESOPs in United States: limits of and alternatives to the patrimonial model », *The Journal of Corporate Law Studies*, n° 6, pp. 467-490.

KEY WORDS FOR R&D

Corporate governance
Pension funds regulation
Employee share ownership
Law and economics

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Corporate governance

SENIOR SCIENTIST :

► Yves DE CORDT

Research Field and Subjects

The research programme aims at analysing the origins, the conceptions, the goals and the codes of corporate governance as an example of soft corporate law with a link to Corporate Social Responsibility.

It covers corporate governance as a set of rules and behaviours according to which companies are managed and controlled: balance between entrepreneurship and control as well as between performance and conformance; mechanisms ensuring integrity, transparency and accountability in the decision-making process; incentives for the board and management to pursue objectives in the interest of the company, its shareholders and other stakeholders; monitoring whether control systems are effective, potential conflicts of interest are managed and sufficient checks are in place to prevent abuse of power.

It finally deals with corporate governance as a way to balance the interests of the stakeholders related to the company.

- DE CORDT, Y., 2005 « La prise en considération des stakeholders dans les codes de corporate governance », *R.P.S.*, pp. 54-93.
- DE CORDT, Y., 2006 « Les lignes de force », *Evolution et perspectives du droit des sociétés Anno 2006*, Bruxelles, Bruylant, pp. 1-131.
- DE CORDT, Y., 2006 « Le renforcement des droits des actionnaires: vers une démocratie des actionnaires ? », in MALHERBE, J., *Liber amicorum*, Bruxelles, Bruylant, pp. 319-364.
- DE CORDT, Y., 2007 « Le contrôle des comptes : un acte fondamental de transparence », in DE WOLF, M., *Le nouveau visage du contrôle des comptes et du révisorat*, Bruxelles, Bruylant, pp. 1-43
- DE CORDT, Y., SCHAEKEN WILLEMAERS, G., 2008 *La transparence en droit des sociétés et en droit financier*, Bruxelles, Larcier.

Award

- Prix Pierre Coppens 2005

Services & Consultancy

- Legal opinions & memos for the Government, companies, institutes, etc.
- General legal advice to the press.

Representative Publications

- DE CORDT, Y., 2004 *L'égalité entre actionnaires*, Bibliothèque de la faculté de droit de l'U.C.L., Tome 40, Bruxelles, Bruylant, 1050 p.
- DE CORDT, Y., 2004 « Sociétés anonymes, avez-vous du coeur ? », in HORSMANS, G., *Liber amicorum*, Bruxelles, Bruylant, pp. 271-309.

Partnerships & Scientific collaborations

- Managing director of the Revue pratique des sociétés and of the Revue de droit international et de droit comparé
- Member of the editorial board of the European Company and Financial Law Review and of the Revue de droit commercial belge
- Member of GUBERNA

KEY WORDS FOR R&D

Corporate governance
Soft law
Agency problems
Ownership
Control
Transparency
Accountability
Corporate Social Responsibility
Shareholder
Stakeholder

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Corporate governance in SMEs

SENIOR SCIENTIST :

► Frank JANSSEN

Research Field and Subjects

The aim of this research is to identify the specificities of corporate governance within small and medium-sized businesses and family firms. Is corporate governance useful when ownership and management are not separated? Do small and family firms benefit from CG rules? Should these rules be different from those developed for large firms?

Services & Consultancy

- Conferences and consulting missions for SMEs and public organisations

Representative Publications

- CERRADA, K., JANSSEN, F., **2006** « De l'applicabilité, des spécificités et de l'utilité d'un code de gouvernance d'entreprise pour les PME et les TPE: le cas de la Belgique», *Revue Internationale PME*, vol. 19, n° 3-4, pp. 164-193.
- JANSSEN, F., BRACONNIER, A., **2002** « Le « corporate governance » dans les sociétés cotées sur l'Euro NM : étude exploratoire de l'impact de la nationalité, de la taille et de la structure de l'actionnariat des entreprises », *Gestion 2000*, vol. 2, pp. 31-50.

Partnerships & Scientific collaborations

- Partnership with UQTR (Canada)

KEY WORDS FOR R&D

Corporate growth
SMEs

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Work, political action and subjectivity – renewing global regulations in individualized societies

SENIOR SCIENTISTS :

- ▶ Matthieu DE NANTEUIL
- ▶ Hervé POURTOIS, Isabelle FERRERAS
- ▶ Thomas PERILLEUX, Nadine FRASELLE
- ▶ Christian ARNSPERGER, Jean de MUNCK

Research Field and Subjects

This field of research aims at analysing emerging ways to regulate free-market economies, within globalization and individualized societies. It considers that the way ordinary people 'experience' social changes constitutes a possible starting point for redesigned political actions and better formatted regulations. In that perspective, civil societies and social movements are seen as central actors of a completely new political game.

▶ DE NANTEUIL, M., 2007 « L'expérience sensible. Pour une phénoménologie du travail et de l'espace public », in SERRANO, A. (Ed.), *Travail et subjectivité*, Madrid, Universidad Complutense y Autonoma.

▶ DE NANTEUIL, M., POURTOIS, H., 2005 « L'Etat social actif : une réponse au défi de l'intégration par le travail ? », in CASSIERS, I., POCHET, P., VIELLE, P. (Eds.), *L'Etat social actif*, Bruxelles, Peter Lang, coll. Travail et société, pp. 323-350.

▶ DE NANTEUIL, M., SCHOTS, M., 2004 « Flexibilité et décisions : quelles rationalités ? », in BEAUJOLIN-BELLET, R. (Ed.), *Flexibilité et performances*, Paris, La Découverte, pp. 91-111.

▶ DE NANTEUIL, M., TASKIN, L., 2007 « La politique face au marché. Réguler la flexibilité dans une société d'individus », in Conseil de l'Europe (Ed.), *Concilier flexibilité du travail et cohésion sociale. Des idées pour l'action politique*, Presses du Conseil de l'Europe, pp. 193-216. Trad. anglaise: « Politics facing the market. Regulating labour flexibility in a society of individuals », in Council of Europe (Ed.), *Reconciling Labour Flexibility with Social Cohesion. Ideas for Political Action*, Council of Europe Publishing, pp. 179-201.

Services & Consultancy

▶ The intention is to reflect on new possible methodologies for political change, by underlying civil societies' and social movements' potentials, in terms of skills, ability to analyze complexity and decentralized power. It can be seen as a contribution to the wider problematic of "participative democracy".

Representative Publications

- ▶ DE NANTEUIL, M., 2003 « Un Héritage inachevé ? Identité au travail et espace public chez Renaud Sainsaulieu », in *Construction d'identités, construction de sociétés*, Paris, LSCI-IRESKO, pp. 194-201.
- ▶ DE NANTEUIL, M., 2004 « Travail et subjectivité. Esquisse d'une politique de l'expérience », in GLOT J., KINABLE J. (Eds.), « Résistance au sujet, résistance du sujet », *Synthèse du colloque de Cerisy-La-Salle*, ERES.

Partnerships & Scientific collaborations

- ▶ LISE – CNRS
- ▶ Centre Entreprise-Environnement, Université catholique de Louvain

KEY WORDS FOR R&D

Political action
Subjectivity
Public space
Social conflict
Negotiation
Individualization
Regulation
Participative democracy

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The business case for Corporate Social Responsibility

SENIOR SCIENTIST :

► Valérie SWAEN

Research Field and Subjects

Corporate Social Responsibility (CSR) is today both a high-profile notion perceived as strategic in the business world and a prominent concept in academia. More companies than ever engage in CSR activities – such as cause-related marketing, socially responsible employment and environmental protection policies – believing that such activities have become an economic imperative in today's marketplace.

Our research aims at evaluating the overall effect of CSR activities and communication campaigns on different companies' stakeholders. We provide and test integrative models mapping the likely influence of CSR on customers' and employees' attitudes and behaviours with respect to the company, in order to better understand and measure the contribution of CSR to the company's performance.

Representative Publications

- BIGNE, E., ANADREU, A., CHUMPITAZ, R., SWAEN, V., **2006** « Corporate Social Responsibility Influences On University Students Buying Behavior », *Revista Española de Investigación de Marketing*, ESIC-Market, pp. 135-161.
- GOND, J-P., EL AKREMI, A., IGALENS, J. SWAEN, V., **2008** « A Corporate Social Responsibility – Corporate Financial Performance Behavioural Model for Employees », in SMITH, C., BHATTACHARYA, C.B., VOGEL, D., LEVINE, D. (Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*, New York, Cambridge University Press.
- LINDGREEN, A., SWAEN, V., **2005** « Corporate Citizenship: Let Not Relationship Marketing Escape the Management Toolbox », *Corporate Reputation Review*, vol. 7, n° 4, pp. 346-363.

► MAIGNAN, I., SWAEN, V., **2004** « La responsabilité sociale d'une organisation : Intégration des perspectives marketing et managériale », *Revue Française du Marketing*, vol. 200, n° 5, pp. 51-66.

► MAON, F., SWAEN, V., LINDGREEN, A., **2008** « Impact of CSR Commitments and CSR Communication on Diverse Stakeholders : The Case of IKEA », in SMITH, C., BHATTACHARYA, C.B., VOGEL, D., LEVINE, D. (Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*, New York, Cambridge University Press.

► SWAEN, V., VANHAMME, J., **2004** « The use of corporate social responsibility arguments in communication campaigns: Does source credibility matter? », in MENON, G., RAO, A.R. (Eds.), *Advances in Consumer Research*, XXXII, USA, pp. 590-591.

► SWAEN, V., VANHAMME, J., **2006** « Utilisation de l'argument citoyen dans les campagnes de communication des entreprises. Analyse des risques dans la perspective d'une crise », in DE LA BROISE, P., LAMARCHE, T. (Eds.), *Responsabilité Sociale : vers une nouvelle communication des entreprises ?*, Villeneuve d'Ascq, Presses universitaires du Septentrion, pp. 75-98.

Partnerships & Scientific collaborations

- Partnerships with EABIS, EFMD, GRLI, GIN.
- Partnerships with FUNDP
- IESEG School of Management
- Université Toulouse I
- Rotterdam School of Management
- Hull Business School
- University of Valencia
- Nottingham University

KEY WORDS FOR R&D

Corporate Social Responsibility
Communication
Stakeholders
Consumers
Employees
Social exchange
Organisational justice

SENIOR SCIENTIST

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Corporate Social Responsibility and transnational corporations

SENIOR SCIENTISTS :

- ▶ Olivier DE SCHUTTER
- ▶ Matthias SANT'ANA

Research Field and Subjects

The research focuses on Corporate Social Responsibility, especially transnational corporations in the context of economic globalization, with an emphasis on the human rights responsibilities of companies and the impact of foreign direct investment on human development.

Services & Consultancy

- ▶ O. De Schutter intervenes regularly on this subject for the International Labour Organisation and the United Nations.
- ▶ He is also the General Secretary of the International Federation for Human Rights (FIDH) on the issue of globalization and human rights, of which Corporate Social Responsibility and corporate accountability constitutes one of the main pillars.

Representative Publications

- ▶ DE SCHUTTER, O., 2005 « The Accountability of Multinationals for Human Rights Violations in European Law », in ALSTON, PH. (Ed.), *Non-State Actors and Human Rights*, Collected Courses of the Academy of European Law, Oxford, Oxford Univ. Press, pp. 227-314.
- ▶ DE SCHUTTER, O., 2005 « Transnational Corporations as Instruments of Human Development », in ALSTON, PH., ROBINSON, M. (Eds.), *Human Rights and Development: Towards Mutual Reinforcement*, Oxford, Oxford Univ. Press, pp. 403-444.
- ▶ DE SCHUTTER, O., 2008 « Corporate Social Responsibility European Style », *European Law Journal*, vol. 14, n° 2, pp. 203-236.

Partnerships & Scientific collaborations

- ▶ The Centre for Legal Philosophy (CPDR) coordinates a research project on foreign direct investment and human development supported by the I.A.P. (Inter-University Attraction Pole) 2007-2011 of the Centre de philosophie du droit (CPDR – UCL). The research is performed jointly with LICOS (Centre for the Study of Transition Economies) and the Institute of International Law, both from the KULeuven.

KEY WORDS FOR R&D

Corporate Social Responsibility
Human Rights
Human development

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Corporate Social Responsibility: normative approaches

SENIOR SCIENTIST :

► Axel GOSSERIES

Research Field and Subjects

We conduct research in the field of CSR, especially from the philosophical angle, on issues such as the goal of a firm, the desirability of workplace democracy, the rules to be adopted for proper ISR practices, etc.
Our research involves several PhD students working on ISR, ISO2600 and liberal (philosophical) approaches to the firm.

- GOSSERIES, A., 2004 « Are Seniority Privileges Unfair? », *Economics & Philosophy*, vol. 20, n° 2, pp. 279-305.
- GOSSERIES, A., 2005 « Qu'est-ce qu'un consommateur juste? » in MERTZ, F. (Ed.), *Ethique et commerce. Réalités et illusions*, Paris, L'Harmattan, série Ethikè, pp. 101-136.
- GOSSERIES, A., 2007 « Sur l'éthique dans la récolte de fonds », *Raison publique*, n° 6, pp. 115-128.
- GOSSERIES, A., 2008 *Taking Workplace Democracy Seriously*, En ligne: <http://www.policy.lv/index.php?id=103260&lang=en>

Services & Consultancy

- Ethibel
- Crédit Agricole Asset Management
- AERF asbl

Award

- Dopp Prize 2001 (A. Gosseries)

Representative Publications

- GOSSERIES, A., 2002 « Marchés publics, libre-échange et clause éthique. À propos d'une initiative belge », *Ethique publique*, Montréal, Liber, vol. 4, n° 1, pp. 91-104.

Partnerships & Scientific collaborations

- Project Funded by the Bernheim Foundation
- Contacts with various universities

KEY WORDS FOR R&D

Workplace democracy
ISO 26000
Socially responsible investment
Stakeholder theory

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<http://www.uclouvain.be/en-8374.html>

Economic development of rural communities: micro-economic theory and empirical applications

SENIOR SCIENTIST :

► Frédéric GASPART

Research Field and Subjects

The economic development of third-world rural communities is studied from the point of view of strategic interactions within the community and with its environment (ecosystem, cities, foreign aid, world prices...). Strategic interactions weave into local institutions that play a key role in fostering and hampering social functions related to development: networks of mutual insurance, informal credit, information about technology and prices... Understanding these informal ways of filling the gaps left by the lack of markets and of State interventions is a major condition for a successful support to economic development.

Services & Consultancy

► Theoretical and empirical expertise on all aspects of development economics, especially in African contexts. Field experience from applied research especially in Senegal, Niger and Burkina Faso.

Representative Publications

- BALAND, J-M., GASPART, F., PLACE, F., PLATTEAU, J-P., **2007** « The distributive Impact of Land Markets in Central Uganda », *Economic Development and Cultural Change*, vol. 55, n° 2, pp. 283-312.
- BRASSELLE, A-S., GASPART, F., PLATTEAU, J-P., **2002** « Land Tenure Security and Investment Incentives: Puzzling Evidence from Burkina Faso », *Journal of Development Economics*, vol. 67, pp. 373-41.

- GASPART, F., **2004** « A General Concept of Procedural Fairness for One-stage Implementation », *Social Choice and Welfare*, vol. 21, pp. 311-322.
- GASPART, F., PLATTEAU, J-P., **2002** « Heterogeneity and Collective Action for Effort Regulation: Lesson from Senegalese Small Scale Fisheries », in BALAND, J-M., BARDHAN, P., BOWLES, S., *Inequality, Collective Action and Environmental Sustainability*, Russel Sage Foundation, Princeton, Princeton University Press, pp. 159-204.
- GASPART, F., PLATTEAU, J-P., **2004** « The Risk of Resource Misappropriation in Community-based development project », *World Development*, vol. 31, n° 10, pp. 1687-1703.
- GASPART, F., PLATTEAU, J-P., **2007** « The perverse effects of high Brideprices », *World Development*, vol. 35, n° 7, pp. 1221-1236.
- GASPART, F., SEKI, E., **2003** « Status Seeking and Competitive Behaviour: Theory and Evidence », *Journal of Economic Behaviour and Organisation*, vol. 51, pp. 51-77.

Partnerships & Scientific collaborations

- Centre de Recherche en Economie du Développement (CRED), FUNDP Namur
- ICRISAT Niamey and unité ENGE (UCL)
Contact : B. Gérard
- University of Aberdeen
Contact: E.Seki

KEY WORDS FOR R&D

Development economics
Micro-economics
Micro-econometrics
Game theory
Social choice

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Stigmatization, labour and unemployment

SENIOR SCIENTISTS :

- ▶ Ginette HERMAN
- ▶ David BOURGUIGNON
- ▶ Georges LIENARD

Research Field and Subjects

Stigmatization constitutes an important barrier in several areas in our society (i.e., work, housing, administrations...). It may affect numerous groups characterized by devaluated attributes such as ethnicity, gender, skin color, age, and material resources... To understand the effects of stigmatization, it is important to take into account psychosocial variables such as social identity, perception of discrimination, feeling of threat, and wellbeing.

Given that jobless people are very often stigmatized by workers and employers, even in the case of a depressed labour market, our studies analyse the effect of discrimination in the field of unemployment. Moreover our research analyses ways to improve the situation, either on an individual or a collective level.

On one hand, it examines what coping strategies are used by unemployed people and their efficiency; on the other hand, it evaluates the effects of policies related to professional and social integration.

Services & Consultancy

- ▶ Evaluation of social policies related to professional and social integration

Representative Publications

- ▶ BOURGUIGNON, D., HERMAN, G., 2005 « La stigmatisation des personnes sans emploi: conséquences psychologiques et stratégies de défense de soi », *Recherches sociologiques*, vol. 36, pp. 53-78.
- ▶ BOURGUIGNON, D., SERON, E., YZERBYT, V., HERMAN, G., 2006 « Perceived group and personal discrimination: Differential effects on personal self-esteem », *European Journal of Social Psychology*, vol. 36, n° 5, pp. 773-789.

- ▶ HERMAN, G. (Ed.), 2007 *Travail, chômage et stigmatisation : Une analyse psychosociale*, Bruxelles, De Boeck, collection Economie, Société, Région, 403 p.
- ▶ HERMAN, G., BOURGUIGNON, D., LIENARD, G., 2006 « Etre chômeur, être stigmatisé », in KLEIN, O., POHL, S., *Psychologies des Stéréotypes et des Préjugés au travail*, Les Cahiers d'ergologie n° 2, Bruxelles, Labor.
- ▶ HERMAN, G., DESMETTE, D., BOURGUIGNON, D., 2003 « Stigmatisation sociale et chômage ». in DELOBBE, N., KARNAS, G., VANDENBERGHE, C. (Eds.), *Développement des compétences, investissement professionnel et bien-être des personnes*, Louvain la Neuve, Presses universitaires de Louvain, vol. 1, pp. 107-114.
- ▶ LIENARD, G., DESMETTE, D., 2007 « Autonomie et articulation entre la recherche et l'action sociale et pédagogique. L'insertion : processus et politiques. Eléments d'analyse et prévention des risques de non-insertion », in *Former des adultes en difficulté. Quelles pédagogies aujourd'hui*, Actes du colloque APFA/DEAT/INOIP, Lille, pp. 51-61.
- ▶ LIENARD, G., HERMAN, G., 2007 « Manque structurel d'emploi et responsabilité du chômeur », *La Revue Nouvelle*, tome 122, n° 3, mars, pp. 54-63.
- ▶ LIENARD, G., MANGEZ, E., 2006 « Les inégalités socio-culturelles dans les trajectoires scolaires », *Cahiers Marxistes*, n° 234, novembre-décembre 2006, pp. 9-34.

Partnerships & Scientific collaborations

- ▶ IWEPS – Institut wallon de l'Evaluation de la prospective et de la statistique
- ▶ University of Sussex, UK
- Contact: R. Brown

KEY WORDS FOR R&D

Discrimination
Stigmatization
Unemployment
Stereotype threat
Social identity

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Comparative social policy and the ethics of social integration

SENIOR SCIENTIST :

► Yannick VANDERBORGHET

Research Field and Subjects

This research field focuses on a series of issues: social integration, social inequalities, social justice and social history. It also covers comparative social policy, poverty, redistribution and finally economic security.

Services & Consultancy

- Consultancy for the Belgian Federal Ministry of Social Integration (2007-08)

Representative Publications

- VANDERBORGHET, Y., 2005 « The Basic Income Guarantee in Europe: The Belgian and Dutch Back Door Strategies », in WIDERQUIST, K., LEWIS, M., PRESSMAN, S. (Eds.), *The Ethics and Economics of the Basic Income Guarantee*, New York, Ashgate, pp. 257-281.

- VANDERBORGHET, Y., 2006 « Effets anti-redistributifs des dépenses de protection sociale », in PELLET, R. (Ed.), *Finances publiques et redistribution sociale*, Paris, Economica, pp. 263-277.
- VANDERBORGHET, Y., 2007 « Economic Security for All in Canada », *Transition Magazine*, Fall issue, pp. 7-14.
- VANDERBORGHET, Y., 2007 « Why Trade Unions Oppose Basic Income », *Basic Income Studies*, vol. 1, n° 1, 5 p.
- VANDERBORGHET, Y., VAN PARIJS, P., 2005 *L'allocation universelle*, Paris, La Découverte, Coll. Repères, 122 p.

Partnerships & Scientific collaborations

- Collaborations on specific projects with colleagues from Trinity College (IE)
- University of Reading (UK)
- University of Barcelona (ES)
- University of Regina (CA)

KEY WORDS FOR R&D

Comparative social policy
Social integration
Social justice
Social history
Poverty
Redistribution

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Social enterprise

SENIOR SCIENTIST :

- ▶ Marthe NYSSSENS

Research Field and Subjects

Social enterprises are organisations with an explicit aim which is to benefit the community, initiated by a group of citizens and in which the material interest of capital investors is limited and regulated. Social enterprises also place a high value on their autonomy and on economic risk-taking related to ongoing socio-economic activity.

We develop research regarding the socio- economic logics underpinning their development and their contribution in various fields: work integration, community development, provision of care services, etc.

Services & Consultancy

- ▶ Evaluation of the public policies that can foster the development of social enterprises
- ▶ Evaluation of the contribution of social enterprises in various fields of activities

Representative Publications

- ▶ LEMAÎTRE, A., NYSSSENS, M., PLATTEAU, A., **2005** « Entreprises d'insertion : entre idéal –type et institutionnalisation », *Recherches Sociologiques*, n° 1, pp. 65-74.
- ▶ NYSSSENS, M., **2008** « The third sector and the social inclusion agenda: the role of social enterprises in the field of work integration », in OSBORNE, S. (Ed.), *The Third Sector in Europe: Prospects and challenges*, London, Routledge, pp. 87-101.
- ▶ NYSSSENS, M. (Ed.), **2006** *Social Enterprise at the crossroads of Market, Public Policies and Civil Society*, London, New York, Routledge, 335 p.

Awards

- ▶ Scientific prize of « compagnie du bois sauvage », 2007 (Council of research, UCL)

Partnerships & Scientific collaborations

- ▶ Founding member of the scientific network EMES (www.emes.net)

KEY WORDS FOR R&D

Social enterprise
Public policies
Cooperatives
Non-profit organisations
Work integration
Care

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The third sector

SENIOR SCIENTISTS :

- ▶ Marthe NYSSENS
- ▶ Florence DEGAVRE

Research Field and Subjects

The research analyses the socio-economic logics of "not for profit organisations" (cooperatives, non profit organisations, social enterprises, charities...). We examine the articulations of these organisations with public policies, the market and the civil society. We investigate the role of these kinds of organisation in comparison with business and public bodies in several fields such as socio-professional integration, social services, care or social entrepreneurship.

Services & Consultancy

- ▶ Evaluation of public policies and their contribution in various fields of activities

Representative Publications

- ▶ NYSSENS, M., 2008 « The third sector and the social inclusion agenda: the role of social enterprises in the field of work integration », in OSBORNE, S. (Ed.), *The Third Sector in Europe: Prospects and challenges*, London, Routledge, pp. 87-101.
- ▶ NYSSENS, M. (Ed.), 2006 *Social Enterprise at the crossroads of Market, Public Policies and Civil Society*, London, New York, Routledge, 335 p.

- ▶ LARRAECHEA, I., NYSSENS, M., 2007 [1994], « L'économie solidaire: un autre regard sur l'économie populaire au Chili », in LAVILLE, J-L. (Ed.), *L'économie solidaire, une perspective internationale*, Paris, Hachette, coll. Pluriel, pp. 181-222.
- ▶ LAVILLE, J-L., NYSSENS, M., 2006 « Service de proximité », in LAVILLE, J-L., CATTANI, A-D. (Eds.), *Dictionnaire de l'Autre Economie*, Paris, Gallimard, coll. Folio actuel, pp. 561-571.
- ▶ LHUILLIER, V., NYSSENS, M., OULHAJ, L., 2005 « D'un welfare state à un welafre mix dans les services aux jeunes enfants et aux personnes âgées en Belgique? L'apport des services innovants », *Recherches Sociologiques*, n° 1, pp. 105-127.
- ▶ NYSSENS, M., 2006 « Tiers-secteur », in LAVILLE, J-L., CATTANI, A-D. (Eds.), *Dictionnaire De L'autre Economie*, Paris, Gallimard, coll. Folio actuel, pp. 619-628.

Award

- ▶ Scientific prize of « compagnie du bois sauvage », 2007 (Council of research, UCL)

Partnerships & Scientific collaborations

- ▶ Founding member of the scientific network EMES (www.emes.net)

KEY WORDS FOR R&D

Cooperatives
Non-profit organisations
Social economy
Public policies
Work integration
Care

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Organisational change within healthcare organisations

SENIOR SCIENTISTS :

- ▶ Alain VAS
- ▶ William D'HOORE

Research Field and Subjects

Our research addresses the issue of change within the context of specific organisations: hospitals.

- ▶ Vas, A., SCHMIT, C., **2006** « Les facteurs clés de succès dans l'initiation des itinéraires cliniques au sein des hôpitaux wallons », *séminaire de recherche ESP*, Louvain-la-Neuve, Université Catholique de Louvain.

Services & Consultancy

- ▶ Strategy (business and corporate)
- ▶ Change Management

Representative Publications

- ▶ BYOSIERE, P., VAS, A., **2003** « Beyond the Zero Sum Game of Diffusion of Innovation : The Interaction of Social Networks and Organizational Knowledge », *19^{ème} Conference Internationale de European Group of Organizational Studies (EGOS)*, Copenhagen, Denmark.
- ▶ SCHMIT, C., D'HOORE, W., VAS, A., **2007** « Initier le changement par le haut ou par le bas au sein d'organisations complexes : étude exploratoire en milieu hospitalier », *Conférence Internationale CALASS*, Marseille.
- ▶ VAS, A., **2002** *Les processus de propagation du changement au sein des grandes organisations : une approche diachronique*, thèse de doctorat non publiée, Université de Paris XII.

Awards

- ▶ Fonds Spécial de Recherche (2006-2008) *La diffusion des innovations organisationnelles au sein des organisations complexes : les itinéraires cliniques en milieu hospitalier*

Partnerships & Scientific collaborations

- ▶ Ecole de Santé Publique, UCL Woluwé
- ▶ HEC Montréal, CETO
- ▶ Solimut, Mutualité Chrétienne

KEY WORDS FOR R&D

Clinical pathways
Organisational change
Hospitals
Qualitative approach
Leadership

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Educational organisations

SENIOR SCIENTISTS :

- ▶ Bernard DELVAUX
- ▶ Vincent DUPRIEZ
- ▶ Michèle GARANT
- ▶ Eric MANGEZ
- ▶ Christian MAROY

Research Field and Subjects

The Groupe Interfacultaire de Recherche sur les Systèmes d'Education et de Formation (GIRSEF) has developed a research expertise on educational organisations aiming to identify regulation processes within school systems and individual schools. Over the last years, the programme has been extended to cover five research areas:

- ▶ Educational policy and school system governance; national, European and comparative perspectives
- ▶ Post-bureaucratic modes of regulation: quasi-market regulation in education; evaluation and accountability
- ▶ Analysis of normative and cognitive schemes related to school governance and management
- ▶ School management, organisational apprenticeship, transformational and distributed leadership
- ▶ School effectiveness research: empirical assessment of class and school influence on students' learning.

Representative Publications

- ▶ BONAMI, M., GARANT, M., 2004 « La recherche impliquée comme stratégie d'apprentissage organisationnel », in PELLETIER, G., *Accompagner les réformes et les innovations en éducation. Consultance, recherches et formation*, Paris, L'Harmattan, pp. 145-188.
- ▶ DELVAUX, B., 2005 « Régulation des interdépendances entre écoles : vers un modèle de la responsabilité collective ? », *Recherches sociologiques*, vol. 36, n° 1, pp. 29-51.
- ▶ DELVAUX, B., 2006 « Compétition entre écoles et ségrégation des élèves dans six espaces locaux européens », *Revue Française de Pédagogie*, n° 156, pp. 63-73.
- ▶ DELVAUX, B., MAROY, C., 2004 « La médiation des « réseaux » dans la régulation de l'enseignement en Communauté française : l'exemple du bassin de Charleroi », *Recherches Sociologiques*, vol. 35, n° 2, pp. 83-102.

- ▶ DUMAY, X., DUPRIEZ, D., 2005 « Effet établissement : Quelles relations entre composition sociale des établissements et processus internes ? », *Mesure et évaluation en éducation*, vol. 28, n° 2, pp. 67-92.
- ▶ DUPRIEZ, V., 2005 « Régulation et pilotage des systèmes scolaires : les voies de l'harmonisation dans deux systèmes scolaires historiquement décentralisés, l'Angleterre et la Belgique francophone », *Revue suisse des sciences de l'éducation - Die Schweizerische Zeitschrift für Bildungswissenschaften*, vol. 1, pp. 37-52.
- ▶ DUPRIEZ, V., MAROY, C., 2003 « Regulation in school systems: a theoretical analysis of the structural framework of the school system in French-speaking Belgium », *Journal of education policy*, vol. 18, n° 4, pp. 375-393.
- ▶ MAROY, C., 2006 *Ecole, régulation et marché. Une analyse de six espaces scolaires locaux en Europe*, Paris, Presses Universitaires de France, coll. Education et sociétés, 390 p.
- ▶ MAROY, C., DEMAILLY, L., 2004 « Les régulations intermédiaires des systèmes éducatifs en Europe. Quelles convergences ? », *Recherches Sociologiques*, vol. 35, n° 2, pp. 5-24.
- ▶ MAROY, C., VAN ZANTEN, A., 2007 « Régulation et compétition entre établissements scolaires dans six espaces scolaires en Europe », *Sociologie du Travail*, vol. 49, n° 4, pp. 464-478.

Partnerships & Scientific collaborations

- ▶ Observatoire sociologique du changement (Paris, CNRS)
- ▶ Centre de recherche inter-universitaire sur la formation et la profession enseignante (Canada)
- ▶ Centre for Educational Effectiveness and Evaluation (KUL)
- ▶ Institute of Education, University of London
- ▶ Center for educational sociology, Edinburgh University

KEY WORDS FOR R&D

Regulation
Governance
Quasi-market

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Public management and public policy

SENIOR SCIENTISTS :

- ▶ Christian DE VISSCHER
- ▶ David AUBIN

Research Field and Subjects

AURAP's (Action Universitaire de Recherche sur l'Action Publique) activities are structured around two major themes: public affairs and policy analysis.

- ▶ The theme of public affairs covers the issues of relationships between administration and citizen, human resources management, budgetary management and organisational change and modernisation of public administration and enterprises.
- ▶ As for the theme of public policy, the issues are the regulation of public utilities, natural resource management and policy evaluation.

The apparent diversity of research and teaching themes privileged by AURAP covers preoccupations that are common to the members of the association. These are categorised according to four transversal questions: public service, public regulation, multi-level governance, and public property.

- ▶ AUBIN, D., VARONE, F., **2007** « Policies Regulating the Water Supply and Sanitation Sectors in Nine European Countries », in FINGER, M., ALLOUCHE, J., MANSO, P. (Eds.), *Water and Liberalisation. European Water Scenarios*, London, IWA Publishing, pp. 34-53.
- ▶ BRANS, M., DE VISSCHER, C., VANCOPPENOLLE, D., **2006** « Administrative Reform in Belgium: Maintenance or Modernization? », *West European Politics*, vol. 29, n° 4, pp. 979-998.
- ▶ CANTELLI, F., JACOB, S., GENARD, J-L., DE VISSCHER, C. (Eds.), **2007** *Les constructions de l'action publique*, Paris, l'Harmattan. 276 p.
- ▶ DE VISSCHER, C., **2005** « Le coup dans l'eau de Copernic : réforme de la haute fonction publique, nouvelle gestion publique et particratie en Belgique », *Politiques et management public*, vol. 23, n° 4, pp. 33-51.
- ▶ DE VISSCHER, C., MAISCOCQ, O., VARONE, F., **2008** « The Lamfalussy Reform in the EU Securities Market: Fiduciary Relationships, Policy Effectiveness and Balance of Power », *Journal of Public Policy*, vol. 28, n° 1, pp. 19-47.

Services & Consultancy

- ▶ AURAP is at once a research and a teaching center. The association is involved in research financed by external funds (the European Union, Belgian Science Policy and the National Bank of Belgium), in teaching classes at UCL and also participates in in-service training modules (Public Management Programme organized by the Federal Government Service P & O).

Representative Publications

- ▶ AUBIN, D., **2007** *L'eau en partage. L'activation des règles dans les rivalités d'usages en Belgique et en Suisse*, Bruxelles, PIE-Peter Lang, coll. Ecopolis, n°7, 247 p.
- ▶ AUBIN, D., CORNUT, P., VARONE, F., **2007** « Access to Water Resources in Belgium: Strategies of Public and Private Suppliers », *Water Policy*, vol. 9, n°6, pp. 615-630.

Partnerships & Scientific collaborations

- ▶ European research networks:
Aqualibrium: <http://www.aqualibrium.de>
NEWGOV: <http://www.eu-newgov.org>
EUROMARKET: <http://mir.epfl.ch/euromarket>
EUWARENESS: <http://www.euwareness.nl>
- ▶ Research associations:
European Groupe of Public Administration (EGPA)
European Thematic Network in Public Administration (EPAN)
Entretiens Réguliers pour l'Administration en Europe (EUROPA)

KEY WORDS FOR R&D

Public policy analysis
Public network services
Public regulation
Multi-level governance
Public property
Administrative reforms
Natural resources management

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Management of Sports

SENIOR SCIENTIST :

► Thierry ZINTZ

Research Field and Subjects

The management of not-for-profit sport organisations currently undergoes tremendous changes due to the evolution of their environment.

The Chair in management of sport focuses on these change processes, on the evolution of organisational configurations and on the governance of these organisations.

The Chair also develops adapted management tools for not-for-profit sport organisations.

Services & Consultancy

- The Chair has several applied research and consultancy contracts with sport organisations. The aim is to conduct an adapted change process of their management.
- The Chair also cooperates with national and international sport bodies and public authorities on the issues of governance and education of sport managers (International Master Degree).

Representative Publications

- ZINTZ, T., 2004 « Un management innovant face à un environnement changeant... Le défi majeur des fédérations sportives », in *Sport et Droit. Une approche globale*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, Hors Série, pp. 1-20.
- ZINTZ, T., 2004 *Configuration et changement organisationnel des ligues et fédérations sportives belges. Typologie et perspectives d'évolution*, Thèse de doctorat, Université catholique de Louvain (Belgique).
- ZINTZ, T., 2004 *Configurations and organisational change of Belgian sports leagues and federations, Typology and possible evolution*, European Association of Sport Management Congress, Ghent (Belgium).

- ZINTZ, T., 2005 «Pluralité des systèmes organisationnels des fédérations sportives en Europe», in *Sport et Droit. Les fédérations*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, n° 6.
- ZINTZ, T., 2006 « Un enjeu fondamental: co-habiter ou co-opérer au sein du système sportif», in *Actes du Colloque « Le sport dopé par l'état. Vers un droit public du sport? »*, Université catholique de Louvain, Département de droit public, Louvain la Neuve, Academia Bruylant.
- ZINTZ, T., 2007 « Gouvernance et configuration organisationnelle des fédérations sportives belges », in BAYLE, E., CHANTELAT, P. (Eds), *La gouvernance des organisations sportives*, Paris, L'Harmattan.
- ZINTZ, T., CAMY, J., 2005 *Manager le changement dans les fédérations sportives en Europe*, Bruxelles, De Boeck, 272 p.
- ZINTZ, T., DEREZE, G., 2007 « L'écran et les petits ...sports. La présence médiatique de quatre « petits sports » collectifs en Belgique francophone », *Sciences de la Société*, Toulouse, Presses Universitaires du Mirail.

Partnerships & Scientific collaborations

- CRECIS (Center for Research in Change, Innovation and Strategy) - Louvain School of Management - UCL
- EASM (European Association of Sport Management)
- MEMOS Program (Executive Master in Sports Organizations Management)
- Solvay Business School / Executive Program / Sport Business management (ULB)
- EOSE (European Observatory on Sport and Employment)
- TAIEX (Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission)

KEY WORDS FOR R&D

Change
Sport
Sport organisations
Sport federations
National sport systems
Organisational structures and configurations

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Public international law

SENIOR SCIENTIST :

- ▶ Pierre d'ARGENT

Research Field and Subjects

We conduct research in Public international law, broadly understood as the legal order regulating international juridical relations between States, and including international organisations. Subjects of research vary from the use of force to WTO law, including UN reform, international humanitarian law, investment law, diplomatic relations, treaties, international law of the European union etc. The general line running through the research is the law of international responsibility, as a central theme for the effective application of international law.

Services & Consultancy

- ▶ Legal opinions & memos.
- ▶ Legal representation before international courts and tribunals (notably, appeared and pleaded before the International Court of Justice)
- ▶ General legal advice to the press

Representative Publications

- ▶ D'ARGENT, P., **2002** « Des frontières et des peuples : l'affaire de la frontière terrestre et maritime entre le Cameroun et le Nigéria (arrêt sur le fond) », *Annuaire français de droit international*, pp. 281-321.
- ▶ D'ARGENT, P., **2002** *Les réparations de guerre en droit international public. La responsabilité internationale des États à l'épreuve de la guerre*, Prix Suzanne Bastid, Préface de Joe Verhoeven, Bruxelles/Paris, Bruylant/LGDJ, 902 p.
- ▶ D'ARGENT, P., **2003** « Military Law in Belgium », in NOLTE, G. (Ed.), *European Military Law Systems*, Berlin, De Gruyter Recht, pp. 183-231.
- ▶ D'ARGENT, P., **2003** « Du commerce à l'emploi de la force : l'affaire des plates-formes pétrolières (arrêt sur le fond) », *Annuaire français de droit international*, pp. 655-678.
- ▶ D'ARGENT, P., **2004** « Which Law Through Which War ? Law Through War Revisited », *Buffalo Law Review*, pp. 101-117.
- ▶ D'ARGENT, P., **2004** « L'expérience belge de la compétence universelle : beaucoup de bruit pour rien ? », *Revue générale de droit international public*, pp. 597-632.

- ▶ D'ARGENT, P., **2005** « Le droit de la responsabilité internationale complété ? Examen des « Principes fondamentaux et directives concernant le droit à un recours et à réparation des victimes de violations flagrantes du droit international des droits de l'homme et de violations graves du droit international humanitaire », *Annuaire français de droit international*, pp. 27-55.
- ▶ D'ARGENT, P., **2006** « Compliance, Cessation, Reparation and Restitution in the Wall Advisory Opinion », in P.-M. DUPUY, P.-M., FASSBENDER, B., SHAW, M.N., SOMMERMANN, K.-P. (Eds.), *Völkerrecht als Wertordnung – Common values in International Law, Festschrift für/Essays in Honour of Christian Tomuschat*, Berlin, N.P. Engel Verlag, pp. 463-477.
- ▶ D'ARGENT, P., **2006** « Wrongs of the Past, History of the Future? », *European Journal of International Law*, pp. 279-288.
- ▶ D'ARGENT, P., **2006** « Articles 36 & Article 37 », in CORTEN, O., KLEIN, P. (Eds.), *Commentaire des Conventions de Vienne sur le droit des traités de 1969 et 1986*, Bruxelles, Bruylant, vol. II, pp. 1465-1504.
- ▶ D'ARGENT, P., D' ASPREMONT LYNDEN, J., DOPAGNE, F., VAN STEENBERGHE, R., **2005** « Article 39 », in COT, J.-P., PELLET, A., FORTEAU, M., *La Charte des Nations Unies, Commentaire article par article*, 3^{ème} édition, coll. Economica, vol. I, pp. 1131-1170.

Awards

- ▶ Suzanne Bastid Prize 2002 (prize of the French Society for International Law for best doctoral dissertation written in French).
- ▶ Fellow of the Alexander von Humboldt-Stiftung.

Partnerships & Scientific collaborations

- ▶ Département de droit international, Centre Charles de Visscher pour le droit international (Louvain)
- ▶ Max-Planck-Institute for Comparative Public Law and Public International Law (Heidelberg)
- ▶ Lauterpacht Research Centre for International Law (Cambridge)
- ▶ Centre de droit international, ULB (Brussels)

KEY WORDS FOR R&D

Public International Law
Treaties
Diplomacy
War
International Organisations Law
United Nations
External Relations Law of the European Union
NATO
World Trade Organization
International Court of Justice
International Humanitarian Law
International Criminal Law

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International relations

SENIOR SCIENTIST :

- ▶ Valérie ROSOUX

Research Field and Subjects

The CECRI (Centre d'Etude des crises et des conflits internationaux) conducts research within the political science and international relation unit (SPRI) of Université catholique de Louvain. It covers geopolitics, foreign policies and the study of conflict resolution and crisis prevention.

We analyse the deciding factors of conflicts, as well as the way we manage them: how sanctions and economical incentives are used as foreign policy means, crisis and humanitarian intervention, the role of work of memory within a reconciliation process for instance, etc. We also conduct empirical studies of international disputes and specific peace building processes.

Services & Consultancy

- ▶ Consulting for the Federal Public Service of Foreign Affairs and Development Cooperation

Representative Publications

- ▶ REMACLE, E., Rosoux, V., SAUR, L. (Eds.), **2008** *L'Afrique des Grands Lacs. Des conflits à la paix*, Bruxelles, Peter Lang, coll. Géopolitique et résolution des conflits n° 6, 289 p.
- ▶ ROOSENS, C., Rosoux, V., DE WILDE D'ESTMAEL, T. (Eds.), **2004** *La politique étrangère. Le modèle classique à l'épreuve*, Bruxelles, Peter Lang, 457 p.
- ▶ Rosoux, V., **2002** « La 'diplomatie morale' de la Belgique à l'épreuve », *Critique internationale*, n° 15, pp. 25-32.
- ▶ Rosoux, V., **2002** « Middle East: Peace delayed for one generation – at least », *Security Dialogue*, vol. 33, n° 2, pp. 251-255.
- ▶ Rosoux, V., **2003** « Secrecy and International Negotiation », *Journal of Information Ethics*, vol. 12, n° 1, pp. 45-55.
- ▶ Rosoux, V., **2004** « Human rights and the 'work of memory' in international relations », *International Journal of Human Rights*, vol. 3, n° 2, pp. 159-170.

- ▶ Rosoux, V., **2004** « The Politics of Martyrdom », in FIELDS, R.M. (Ed.), *Martyrdom: The Psychology, Theology and Politics of Self-Sacrifice*, Westport, Praeger Publishers, pp. 83-116.
- ▶ Rosoux, V., **2005** « Memory and International Negotiation : the Franco-German Case », in ZARTMAN, W., KREMENYUK, V. (Eds.), *Peace versus Justice. Negotiating Forward- and Backward-Looking Outcomes*, Lanham, Rowman & Littlefield, pp. 155-177.
- ▶ Rosoux, V., **2006** « Die Entwicklung der offiziellen Erinnerung in Frankreich: Ursachen und Folgen », in SCHWAN, G. et al. (Eds.), *Demokratische politische Identität. Deutschland, Polen und Frankreich im Vergleich*, Wiesbaden, VS Verlag, pp. 285-315.
- ▶ Rosoux, V., **2006** « De l'ambivalence de la mémoire au lendemain d'un conflit », in VAN YPERSELE, L. (Ed.), *Questions d'histoire contemporaine. Conflits, mémoires et identités*, Paris, P.U.F., pp. 203-222.
- ▶ Rosoux, V., **2007** « Rwanda : l'impossible 'mémoire nationale' ? », *Ethnologie française*, vol. 37, n° 3, pp. 409-415.
- ▶ Rosoux, V., **2008** «Reconciliation as a peace-building process: scope and limits », in J. BEROVITCH, J., ZARTMAN, W., KREMENYUK, V. (Eds.), *Handbook of Conflict Resolution*, London, Sage.

Awards

- ▶ Prix Ernest Lemonon granted by the Académie des Sciences morales et politiques, Institut de France, Paris, **2002**
- ▶ Prix Henri Rolin granted by the Centre de droit international of the Free University of Brussels, **2003**
- ▶ Prix Espoir granted by the Institut Charles de Gaulle, Paris, 1996.

Partnerships & Scientific collaborations

- ▶ CERI (Center for International Studies and Research), Sciences-Po Paris, on Ethics and International Relations
- ▶ Ecole des Sciences de l'Homme, Paris

KEY WORDS FOR R&D

Ethics and international relations
International negotiation
Memory and conflict resolution
Reconciliation
Foreign policy

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