

# Stefan GRÖSCHL

Professeur

Département: Management

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Pays d'origine: Allemagne

## INTERETS DE RECHERCHE

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durabilité (RSE,ESG), gestion de la diversité, gestion du sport, gouvernance responsable et de

## FORMATION

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2021 HDR, EM Strasbourg Business School, France

2001 Ph.D., Oxford Brookes University, Royaume-Uni

## EXPERIENCE PROFESSIONNELLE

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### Positions académiques principales

2012 - Présent Professeur, ESSEC Business School, France

2007 - 2012 Professeur associé, ESSEC Business School, France

2005 - 2007 Professeur assistant, ESSEC Business School, France

### Autres affiliations académiques

2007 - 2014 ESSEC Co-Directeur, Chaire Leadership et Diversité, ESSEC Business School, France

2019 - 2020 Professeur visitant, Universidad de los Andes Colombia, Colombie

2018 - 2018 Professeur visitant, FGV EAESP, Brésil

2013 - 2013 Chargé de Cours, Centrum Graduate Business School, Pontificia Universidad Católica del Peru, Pérou

2011 - 2020 Chargé de Cours, Eada Business School Barcelona, Espagne

2001 - 2005 Associate Professor (tenured), University of Guelph, Canada

## BOURSES, PRIX ET DISTINCTIONS

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### Prix et Distinctions

2018 1er prix pour meilleur papier académique en Management 2018 de la FNEGE pour son article: (Gröschl, S. Gabaldon, P. and Hahn), T. 2017. The Co-Evolution of Leaders' Cognitive Complexity and Corporate Sustainability: The Case of the CEO of Puma".

2013 Uncertainty, Diversity and the Common Good: Changing Norms and New Leadership Paradigms. Elu Ouvrage Académique Essentiel par Baker & Taylor's

## PUBLICATIONS

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### Articles

- GRÖSCHL, S. et LEPOUTRE, J. (2024). Don't Panic: Remaining El Capitan While Navigating Unpreparedness in Response to Extreme Events. *Journal of Management Inquiry*, 33(1), pp. 26-45.
- GRÖSCHL, S. (2021). Planning and organizing the Olympic and Paralympic Games: the case of Rio 2016. *Sport, Business and Management*, 11(4), pp. 365-383.
- GRÖSCHL, S. et PAVIE, X. (2020). Transdisciplinarity Applied to Management Education: A Case Study. *Journal of Education for Business*, 95(7), pp. 451-457.
- GRÖSCHL, S. (2020). Interculturalism as a Means Toward Cultural Inclusiveness and Cross-Cultural Dialogue: The Case of Panama's Ngäbe. *International Journal of Critical Indigenous Studies*, 13(1), pp. 1-15.
- GRÖSCHL, S., GABALDON, P. et HAHN, T. (2019). The Co-Evolution of Leaders' Cognitive Complexity and Corporate Sustainability: The Case of the CEO of Puma. *Journal of Business Ethics*, 155(3), pp. 741-762.
- GRÖSCHL, S. (2018). Interculturalism and socio-economic development of Indigenous islander populations: The case of the Kuna Yala. *International Journal of Critical Indigenous Studies*, 11(1), pp. 36-46.
- GRÖSCHL, S. et GABALDON, P. (2017). Leading Resistance to Doing Business as Usual. *Management Revue: Socio-economic Studies*, 28(2), pp. 204-226.
- GRÖSCHL, S. et GABALDON, P. (2016). Business Schools and the Development of Responsible Leaders: A Proposition of Edgar Morin's Transdisciplinarity. *Journal of Business Ethics*, 153(1), pp. 185-195.
- GABALDON, P. et GRÖSCHL, S. (2014). A Few Good Companies: Rethinking Firms' Responsibilities Toward Common Pool Resources. *Journal of Business Ethics*, 132(3), pp. 579-588.
- GRÖSCHL, S. et ARCOT, S. (2014). Female Hospitality Executives and their Effects on Firm Performance. *Tourism and Hospitality Research (formerly International Journal of Tourism and Hospitality Research: The Surrey Quarterly Review)*, 14(3), pp. 143-151.
- GRÖSCHL, S. (2013). Presumed Incapable: Exploring the Validity of Negative Judgments about Persons with Disabilities and Their Employability in Hotel Operations. *Cornell Hospitality Quarterly*, 54(2), pp. 114-123.
- GRÖSCHL, S. (2011). Diversity Management Strategies of Hotel Groups: A Corporate Web Site Based Exploration. *International Journal of Contemporary Hospitality Management*, 23(2), pp. 224-240.
- GRÖSCHL, S. (2011). Wenn nur die Fähigkeiten zählen: Lektionen von Deutschen Hotelintegrationsunternehmen. *Diversitas*, 2(2), pp. 15-23.
- GRÖSCHL, S. et TAKAGI, J. (2009). Gérer la diversité culturelle au sein du personnel en France. *Revue Management & Avenir*, 2009/8(28), pp. 47-59.
- GRÖSCHL, S. (2008). Diversity Management in Europe. *HRM Review*, pp. 55-57.

GRÖSCHL, S. (2007). An Exploration of HR Policies and Practices Affecting the Integration of Persons with Disabilities in the Hotel Industry in Major Canadian Tourism Destinations. *International Journal of Hospitality Management*, pp. 666-686.

GRÖSCHL, S. et DOHERTY, L. (2006). The complexity of culture: Using the appraisal process to compare French and British managers in a UK based international hotel organisation. *International Journal of Hospitality Management*, 25(2), pp. 313-334.

GRÖSCHL, S. et DOHERTY, L. (2005). The Complexity of Culture: Using the Appraisal Process to Compare French and British Managers in a UK Based International Hotel Organisation. *International Journal of Hospitality Management*.

GRÖSCHL, S. (2005). Persons with disabilities: a source of non-traditional labour for Canada's hotel industry. *The Cornell Hotel and Restaurant Administration Quarterly*, pp. 258-275.

GRÖSCHL, S. (2004). Current Human Resources Practices Affecting the Employment of Persons with Disabilities in Selected Toronto Hotels: A Case Study. *International Journal of Hospitality and Tourism Administration*, pp. 15-30.

GRÖSCHL, S. (2004). The Portfolio-An Alternative Assessment Method in Hospitality and Tourism Management Education. *Journal of Hospitality and Tourism Education*.

GRÖSCHL, S. et BARROWS, C.W. (2003). A Cross-cultural Comparison of French and British Managers: An Examination of the Influence of Higher Education on Management Style. *Tourism and Hospitality Research (formerly International Journal of Tourism and Hospitality Research: The Surrey Quarterly Review)*, pp. 228-246.

GRÖSCHL, S. (2003). Cultural Implications for the Appraisal Process. *Cross Cultural Management: An International Journal*, pp. 67-79.

GRÖSCHL, S. (2003). Integrating Aboriginal Peoples into Canada's hospitality industry. *International Journal of Hospitality and Tourism Administration*, pp. 87-99.

GRÖSCHL, S. et DOHERTY, L. (2002). The Appraisal Process: Beneath the Surface. *Journal of Human Resources in Hospitality and Tourism*, pp. 57-76.

GRÖSCHL, S. et DOHERTY, L. (2000). Conceptualising Culture. *Cross Cultural Management: An International Journal*, pp. 12-18.

GRÖSCHL, S. et DOHERTY, L. (1999). Diversity Management in Practice. *International Journal of Contemporary Hospitality Management*, pp. 262-268.

### Ouvrages et édition d'ouvrages

BÖHM, B. et GRÖSCHL, S. (2019). *From the Death Zone to the Boardroom: What Business Leaders and Decision Makers Can Learn From Extreme Mountaineering*. Routledge, 175 pages.

GRÖSCHL, S., DOWLING, P.J., FESTING, M., ENGLE, A.D. et SR., A.D. (2009). *International Human Resource Management: A Canadian Perspective*. Nelson Education, 485 pages.

GRÖSCHL, S. et BENDL, R. [Eds] (2015). *Managing Religious Diversity in the Workplace: Examples from around the World*. Gower, 368 pages.

GRÖSCHL, S. [Ed] (2013). *Uncertainty, Diversity and the Common Good*. Gower, 203 pages.

GRÖSCHL, S. et TAKAGI, J. [Eds] (2012). *Diversity Quotas, Diverse Perspectives: The Case of Gender*. Gower, 190 pages.

GRÖSCHL, S. [Ed] (2011). *Diversity in the Workplace*. Gower, 199 pages.

## Chapitres d'ouvrage

- GRÖSCHL, S. (2023). Theories of Diversity, Equity and Inclusion. Dans: Ashokkumar Manoharan, Juan M. Madera, Manisha Singal eds. *The Routledge Handbook of Diversity, Equity, and Inclusion Management in the Hospitality Industry*. 1st ed. New York, London: Routledge, pp. 20-30.
- GRÖSCHL, S. (2021). Sustainability practices in informal economies: Actors, roles, and research outlook. Dans: Teerikangas, S., Onkila, T., Koistinen, K., & Mäkelä, M. eds. *Research Handbook of Sustainability Agency*. 1st ed. Cheltenham: Edward Elgar Publishing Ltd, pp. 394-402.
- GRÖSCHL, S., GABALDON, P. et BIBARD, L. (2020). Taking a Lead in Making a Difference: The Role of Business Schools. Dans: Lena Zander (ed.). *Research Handbook of Global Leadership*. 1st ed. Cheltenham: Edward Elgar Publishing Ltd, pp. 320-329.
- GRÖSCHL, S. (2013). Concluding Remarks. Dans: *Uncertainty, Diversity and the Common Good*. 1st ed. Gower, pp. 195.
- GRÖSCHL, S. et QUAPPE, S. (2012). Gender Equality in the Workplace: A Never-Ending Story. Dans: *L'Encyclopédie des diversités*. 1st ed. Éditions Management et Société (EMS), pp. 41-44.
- GRÖSCHL, S. (2012). Strategic International HRM. Dans: *Strategic Human Resources Management (5th edition)*. 1st ed. Nelson Education, pp. 293-320.
- POINT, S. et GRÖSCHL, S. (2010). Luxe, calme et volupté... rime avec diversité ? Invitation au voyage à travers les discours des grands groupes hôteliers. Dans: *Nouvelles perspectives en management de la diversité*. 1st ed. Éditions Management et Société (EMS), pp. 177-196.
- GRÖSCHL, S. (2010). Strategic International HRM. Dans: *Strategic Human Resources Planning (4th edition)*. 1st ed. Nelson Education, pp. 295-324.
- GRÖSCHL, S. (2010). The Role of Entrepreneurship in the Integration of Persons with Disabilities into the Workplace (Entrepreneuriat et handicap). Dans: *Entrepreneuriat et Insertion*. 1st ed. Bruylant, pp. 271-281.
- GRÖSCHL, S. et ADAM, J. (2008). Une opportunité d'emploi pour les personnes handicapées. Dans: *L'art d'entreprendre*. 1st ed. Pearson Village Mondial, pp. 180-185.
- GRÖSCHL, S. (2007). L'innovation nourrie par la diversité : que nous apprend le management des personnes handicapées ? Dans: *L'art de l'innovation*. 1st ed. L'Harmattan, pp. 151-157.
- GRÖSCHL, S. (2007). Workforce Diversity. Dans: *Strategic Human Resources Planning*. 1st ed. Thomson Nelson, pp. 295-320.
- GRÖSCHL, S. (2007). Strategic International HRM - Workforce Diversity. Dans: *Strategic Human Resources Planning*. 1st ed. Toronto: Thomson Nelson, pp. 295-320.
- GRÖSCHL, S. (2002). Assessing Culturally Diverse Faculties: The Appraisal Process within Cross Cultural Context. Dans: *Immortal Longings: Business Education and Training*. 1st ed. University Press of America, pp. 40-50.

## Actes d'une conférence

- GRÖSCHL, S., HAHN, T. et GABALDON, P. (2022). Lone fighters or with a helping hand? How successful women leaders navigate career paradoxes. Dans: *38th EGOS Colloquium Vienna*. Vienna: European Group for Organizational Studies (EGOS).
- GRÖSCHL, S. (2020). Informal economies and sustainability practices. Dans: *Organizing Sustainably: Actors, Institutions, and Practices*. Organization Studies.

- HAHN, T., GRÖSCHL, S. et GABALDON, P. (2019). The role of paradoxical and intuitive thinking in successful women leadership careers. Dans: *35th EGOS Colloquium*. Edinburgh: European Group for Organizational Studies (EGOS).
- GRÖSCHL, S. (2018). Interculturalism as a Means Toward Sustainable Tourism in Indigenous Islander Communities. Dans: *2018 European Council on Hotel, Restaurant & Institutional Education (EuroCHRIE)*. Dublin Institute of Technology.
- GABALDON, P., HUSE, M. et GRÖSCHL, S. (2016). Women Directors in Norway: The Multiple Paths to the Boards. Dans: *2016 Academy of Management (AOM) Proceedings*. Academy of Management.
- GRÖSCHL, S. et GABALDON, P. (2015). Daring to Resist Temptations of Doing Business as Usual: The Case of Puma. Dans: *Business for Society*. Erasmus University of Rotterdam.
- GRÖSCHL, S. et GABALDON, P. (2015). Motivational Constructs of Decision Makers and their Impact on Firms' Use of Common Pool Resources. Dans: *Pura Vida: Realizing Eudemonia in Business and Society*. International Association of Business and Society (IABS).
- GRÖSCHL, S. (2011). Employment Barriers for Persons with Disabilities in the Hotel Industry: A Reality Check. Dans: *Proceedings of 2011 ICHRIE Conference*. University of Massachusetts.
- GRÖSCHL, S. et TAKAGI, J. (2009). A Model of Individual Perceptions of Diversity and Its Implications for Managing Diversity. Dans: *Les Cinquièmes Rencontres Internationales sur la Diversité*. IAE de Corse.
- GRÖSCHL, S. et TAKAGI, J. (2008). Gérer la Diversité culturelle au sein du personnel en France. Dans: *Faire vivre la Diversité: Les quatrième rencontres internationales de la Diversité - IAE de Corse, Corte*. IAE de Corse.
- GRÖSCHL, S. et TAKAGI, J. (2008). Understanding Diversity and Managing a Multi-cultural Workforce: The Case of France. Dans: *Proceedings of the LAEMOS 2008 Conference: Managing Culturally Diverse Organizations*. FGV Editora.
- GRÖSCHL, S. (2007). Employees with Disabilities in Ontario's Hotel industry: Applications for Organizations and their HR Functions in France. Dans: *Actes des 3èmes Rencontres Internationales de l'IAE de Corte: Réussir la diversité*. IAE de Corse.
- GRÖSCHL, S. (2007). Non-traditional Assessment Methods for Hospitality Educators: The Student Portfolio. Dans: *School of Tourism Management, Beijing International Studies University (CD-Rom)*. Beijing University.
- TAKAGI, J. et GRÖSCHL, S. (2007). The Diversity of Diversity: Exploring Different Meanings of Diversity. Dans: *2007 European Group of Organisational Studies*. European Group for Organizational Studies (EGOS).
- GRÖSCHL, S. (2006). Employing Persons with Disabilities: The Case of Ontario's Hotel Industry. Dans: *Proceedings of the Asian Pacific Chrie Conference*. Asia Pacific Chrie, pp. 1265-1276.
- EXCARCHOULIS, T. et GRÖSCHL, S. (2006). What Motivates Hotel Department Heads? A Case Study of a Canadian Hotel Group. Dans: *Proceedings of ASAC 2006*. Administrative Sciences Association of Canada (ASAC).
- GRÖSCHL, S. (2004). Human resources challenges in integrating persons with disabilities in Canada's hotel industry. Dans: *EuroCHRIE*. Ankara: EuroCHRIE.
- GRÖSCHL, S. et YU, J. (2004). The impact of Chinese culture on human resource management practice in Sino-foreign hotels operating in China. Dans: *EuroCHRIE 2004 Conference*. Ankara: EuroCHRIE.

GRÖSCHL, S. (2003). Aboriginal employment practices in Canada's gaming industry. Dans: *International CHRIE 2003 Conference*. Palm Springs: Council on Hotel, Restaurant and Institutional Education.

GRÖSCHL, S. et FIGUEROA, N. (2003). Current employment practices focusing on physically disabled employees in the hotel industry. Dans: *Euro CHRIE 2003 Conference*. Bad Honnef: EuroCHRIE.

GRÖSCHL, S. et BARROWS, C. (2003). New Directions in Human Resource Management in Private Clubs. Dans: *EuroCHRIE 2003 Conference*. Bad Honnef: EuroCHRIE.

GRÖSCHL, S. et MAC LAURIN, T. (2003). Problem gambling among Casino Employees. Dans: *12th International Conference on Gambling and Risk-Taking*. Vancouver:

GRÖSCHL, S. (2002). Assessing Culturally Diverse Faculties: The Appraisal Process within a Cross Cultural Context. Dans: *Sixth International Conference on Social Values*. Oxford: University of Oxford.

GRÖSCHL, S. et EVERS, F. (2002). Evrs, Rush and Berdrow's Base Competencies within a Cross-Cultural Context. Dans: *The Administrative Sciences Association of Canada: Where East meets West*. Winnipeg: Administrative Sciences Association of Canada (ASAC).

GRÖSCHL, S. et DOHERTY, L. (2000). Diversity Management - Fact or Fiction? Dans: *EGOS (European Group of Organisational Studies) Colloquium 2000*. Helsinki: Helsinki School of Economics.

GRÖSCHL, S. et DOHERTY, L. (2000). National Culture and its Influence on the Appraisal process: An Exploratory Study. Dans: *International EuroCHRIE 2000 Convention and Expo*. New Orleans: EuroCHRIE.

GRÖSCHL, S. et DOHERTY, L. (2000). The Appraisal Process - A Case Study. Dans: *CHME 9th Annual Hospitality Research Conference*. Huddersfield: University of Huddersfield.

GRÖSCHL, S. et DOHERTY, L. (1999). Conceptual and Methodological Problems in Measuring the Influence of National Culture on Management. Dans: *CHME 8th Annual Hospitality Research Conference*. Surrey: University of Surrey, pp. 424-426.

GRÖSCHL, S. et DOHERTY, L. (1998). Diversity Management in International Hotel Chains in San Francisco. Dans: *CHME 7th Annual Hospitality Research Conference*. Glasgow: Caledonian University, pp. 98-99.

## Conférences

GRÖSCHL, S. (2022). Sustainable business practices in informal economies. Dans: 2022 Responsible Leadership Reimagined. Stellenbosch.

GRÖSCHL, S. (2020). Informal Economies and Sustainability Practices. Dans: 15th Organization Studies Workshop Organizing Sustainably: Actors, Institutions, and Practices 2020. Chania.

GRÖSCHL, S., GABALDON, P. et HAHN, T. (2020). The Role of Networking and Sponsorship in the Development of Social Capital of Women Leaders. Dans: 2020 Gender, Work and Organization Conference.

GRÖSCHL, S. (2019). Gender Compositions in Executive Management Teams and Their Impact on Firm Performance. Dans: 7th International OFEL Conference on Governance, Management and Entrepreneurship 2019.

GRÖSCHL, S., GABALDON, P. et HAHN, T. (2018). Why Women Make It to Top Management: Paradoxical and Intuitive Thinking as Career Enablers. Dans: 25th Anniversary International Vincentian Business Ethics Conference (IVBEC) 2018.

GRÖSCHL, S. (2017). Interculturism as a Means Toward Greater Sustainable Tourism Development of Islander Populations: The Kuna Yala Case. Dans: Rencontre International et Recherche en Management au Service de l'Économie Insulaire - Guadeloupe 2017.

GRÖSCHL, S. (2016). Interculturalism as a Means Toward Sustainable Relationships Between Organizational Stakeholders. Dans: CERALE Conference: Capitalizing on managerial and cultural ties between Europe and Latin America to promote sustainable development.

GRÖSCHL, S. (2015). Business Schools and the Development of Responsible Leaders: A Morinian Framework of Complexity. Dans: 22nd Annual International Vincentian Business Ethics Conference (IVBEC).

GRÖSCHL, S. et GABALDON, P. (2013). From Free Riders to Responsible Leaders. Dans: 20th Annual International Vincentian Business Ethics Conference.

GRÖSCHL, S. (2012). Global Diversity Management: Think Global, Act Local. Dans: 5th Equality, Diversity and Inclusion International Conference, 2012.

GRÖSCHL, S. (2011). Pratiques durables en matière de gestion des ressources humaines : les enseignements du modèle intégratif. Dans: XXIIème Congrès de l'AGRH.

### Préfaces d'un ouvrage

GRÖSCHL, S. (2013). Introduction. Dans: *Uncertainty, Diversity and the Common Good*. 1st ed. Gower, pp. 1-5.

### Rapports techniques et livres blancs

GRÖSCHL, S. (2023). Rapid Assessment of Diaspora Women Engagement. IOM, Kenya.

### Etudes de cas publiées

GRÖSCHL, S. (2022). FC Bayern Munich and Qatar Airways: A Question of Sportswashing? ESSEC Business School.

GRÖSCHL, S. (2017). The Whys and Hows of Becoming a Responsible Leader: The Case of Puma's Jochen Zeitz. ESSEC Business School.

GRÖSCHL, S. (2013). Le fiasco de Knysia or a question of leadership failure? ESSEC Business School.

GRÖSCHL, S. et TAKAGI, J. (2012). Gender diversity in Renault's showrooms: challenges ahead. ESSEC Business School.

### Presse

GRÖSCHL, S. 2020. *Sports clubs get smarter in their search for top management (Interview with Simon Kuper, FT)*. Mai.

GRÖSCHL, S. 2020. *A business outlook beyond the crisis, Question(s) de management (n°27), (Special Edition)*. Juin.

GRÖSCHL, S. 2020. *From the deathzone to the boardroom*. Février.

GRÖSCHL, S. 2020. *L'accélération du recours aux plates formes numériques, Question(s) de management*. Septembre.

- GRÖSCHL, S. 2015. *Disabled Employment Has a Long Way to Go (by Benjamin Jones)*. Juillet.
- GRÖSCHL, S. (2021). What Does Sustainability Look Like in Informal Economies? *ESSEC Knowledge*.
- GRÖSCHL, S. (2021). Go For Gold: What It Takes to Plan the Olympic and Paralympic Games. *ESSEC Knowledge*.
- GRÖSCHL, S. (2021). Taking the Lead in Making a Difference: The Role of Business Schools. *ESSEC Knowledge*.
- GRÖSCHL, S. (2020). Preparing Students for 2020 and Beyond? The full-time MBA curricula of leading business schools. Council on Business and Society, *ESSEC Knowledge*.
- GRÖSCHL, S. (2020). Repenser la recherche en management. *Conférence des Grandes Ecoles*.
- GRÖSCHL, S. (2019). Changer le monde. *Monde des Grandes Écoles Universités Le Magazine*.
- GRÖSCHL, S. (2015). Compagnies aériennes: le confort devrait-il engendrer un coût supplémentaire? *Huffington Post*.
- GRÖSCHL, S. (2015). COP 21: 3 Lessons from Lima. *ESSEC Knowledge*.
- GRÖSCHL, S. (2015). Fighting Corruption with Education. *ESSEC Knowledge*.
- GRÖSCHL, S. (2015). Hacia un liderazgo responsable: Stefan Gröschl. *La Prensa*.
- GRÖSCHL, S. (2015). Sustainability: A Framework to Help Corporations Break Free from Old Habits. *ESSEC Knowledge*.
- GRÖSCHL, S. (2015). Trop de mails au bureau: 7 astuces à adopter (et 2 pièges à éviter). *Huffington Post*.
- GRÖSCHL, S. (2013). Gestion de la diversité des équipes professionnelles de football: Lessons sur le/de football. *Huffington Post*.
- GRÖSCHL, S. et ADAM, J. (2008). Une opportunité d'emploi pour les personnes handicapées. *Les Echos*, pp. 12.
- GRÖSCHL, S. et ADAM, J. (2008). L'entrepreneuriat: une opportunité d'emploi pour les personnes handicapées. *Les Echos*.
- GRÖSCHL, S. (2006). L'innovation nourrie par la diversité. Que nous apprend le management des personnes handicapées ? *Les Echos*, pp. 1-4.

## AUTRES ACTIVITES DE RECHERCHE

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### Membre d'un comité de lecture

- Depuis 2022 Cornell Hospitality Quarterly
- Depuis 2016 Vision: The Journal of Business Perspective
- 2014 - 2018 Diversitas
- Depuis 2013 Advances in Hospitality and Tourism Research
- Depuis 2012 Equality, Diversity and Inclusion
- Depuis 2010 International Journal of Hospitality and Tourism Administration



2007 - 2008 International Journal of Hospitality and Tourism Administration

2005 International Journal of Hospitality and Tourism Administration

### **Affiliations**

2010 - 2015 Membre de l'Association francophone de Gestion des ressources humaines – Diversité

## **ACTIVITES PROFESSIONNELLES**

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### **Consulting**

2012 - 2014 Membre de l'Observatoire de la diversité et de la parité, Ministère de l'Intérieur de la République Française