

Muriel DURAND, PhD
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PhD, Aarhus University, in International Business, focusing on the effects of cultural differences perception on managers' motivational work outcomes in Post Mergers Integration settings

Background as a cognitive & social psychologist with experiences in living and working in the cross-cultural field and in different countries (China, USA, Italy, Denmark), get specialized in cross cultural psychology in USA.

My research interest includes managing cross-cultural interactions in MNEs, and socio cultural integration in cross border M&As

EDUCATION

PhD International Business & Social Sciences, Aarhus University, Denmark (accredited both Equis, AACSB) "Middle managers' Perceptions in cross border Mergers and Acquisitions: a focus on cultural frictions and work motivation outcomes.", supervised by Professor Mikael Sondergaard. PhD Committee: Professor Anne Bollingtoft (Aarhus University Dk), Professor Sjoerd Beugelsdijk (Groningen University, NL) & Professor Philippe Very (EDHEC Business School, FR)

March 2015: EDEN PhD seminar on International Mergers and Acquisitions, Brussels, Belgium, chaired by Shlomo Tarba, Yipeng Liu, Mohammad Ahammad, Emmanuel Gomes, and guest speaker Philippe Haspeslagh.

June 2011: Global and Cross Cultural Management PhD Master Class, Maastricht University, NL, chaired by G.Hofstede, M. Minkov, M.Peterson & M. Sondergaard, Maastricht University, NL, presented my research works "Integrating cultural distance dimensions (individual and national level) to job design model (work motivation field)", and animated a simulation game on Cross Cultural Negotiation among researchers.

Sept 2010: PhD Master Class in cross cultural research, University of Aarhus, Dk., chaired by G.Hofstede, G.J Hofstede, M. Minkov, M.Peterson & M. Sondergaard, presented "Validating a measure of cultural distance at individual level"

1996 M.A. Degree in Cognitive and Social Psychology, with honors, University of Rennes
2001 Degree in Chinese mandarin language, with honors, INALCO Paris

PUBLICATIONS:

Durand, M. (2017). "Cultural frictions in Post-Merger Integration processes: A view on Face" in *Organization and Culture in Cross Border Acquisitions, Routledge publication*

Durand, M. (2016). Employing critical incident technique as one way to display the hidden aspects of post-merger integration. *International business review*, 25(1), 87-102.

Stahl, G. K., Angwin, D. N., Very, P., Gomes, E., Weber, Y., Tarba, S. Y., ... & Durand, M. (2013). Socio-cultural integration in mergers and acquisitions: Unresolved paradoxes and directions for future research. *Thunderbird International Business Review*, 55(4), 333-356. (Collective publication).

Durand M., (2012). "The Global M&A Tango: How to Reconcile Cultural Differences in Mergers, Acquisitions, and Strategic Partnerships", *Cross Cultural Management: An International Journal*, Vol. 19 Iss: 2, pp.271 – 273. (Book review)

COMMUNICATIONS

Dec 2018: EIBA conference, Poznan, Poland

- "Perceptions of middle managers in cross border mergers & acquisitions: culture frictions, trust, and post-merger identification as antecedents of work affective commitment during post-merger integration.

July 2018: IRBAM-IPAG Nice, International Research Meeting in Business and Management.

- "A whole research cycle: From grounded approach to instrumental development, and empirical study on Cultural friction, global mindset, and post merger identification as antecedents of Motivational Work Outcomes in Post-Merger Integration?"

Dec 2017: EIBA conference, Milan, Italy

- "Fresh eyes on cultural distance in cross border mergers and acquisitions"

July 2017: IRBAM-IPAG Nice, International Research Meeting in Business and Management.

- "Cultural friction, global mindset, and post merger identification as antecedents of Motivational Work Outcomes in Post-Merger Integration?"

Dec 2016: EIBA conference, Vienna, Austria.

- "Cultural Frictions in Post-merger Integration Processes: A view on 'face' when dealing with Asian counterparts"

- "Cultural friction in cross border acquisitions: A moderating effect of managerial perceptions on new firm identification, and job motivation: A survey on middle managers in Post Merger Integration"

July 2016: IRBAM-IPAG Nice, International Research Meeting in Business and Management.

"Cultural friction in cross border acquisitions: A moderating effect of managerial perceptions on new firm identification, and job motivation: A survey on middle managers in Post Merger Integration".

July 2014: EGOS conference, Rotterdam, NL, sub theme: Emotions, Culture and Stress in the Global Inter-organizational Encounters (M&A, Strategic Alliances and Joint Ventures). Title of the paper: "Old bottles, new content... How critical incidents can be used to open up the hidden dimension of post merger integration in a systematic way?"

Oct 2012: AIB-SE conference, Fort Lauderdale, FL, USA. Presentation of a paper on « Culture distance perception in an Oil industry company: qualitative approach : methodology, interviews analysis, conclusion »

July 2010: 26th EGOS colloquium, Lisbon, Portugal. "Leveraging the socio-cultural dynamics in alliances, mergers and acquisitions"

PROFESSIONAL EXPERIENCE

◆ Since January 2016: Head of Organizations Strategy and Management department, South Champagne Business School, France

- *Managing the professors of the department*

Periodical department meetings

Annual professional interviews, assessments and reviews

Evaluating and updating new modules opportunities

Ensuring coherence of teachings, syllabi, exams amongst programs and levels

Recruiting external professors in line with qualification requirements

Created a specialization in Global Human Resources Management to address market challenges of IRHRM in a globalized world

- *Teachings*

Conceiving, delivering, updating and maintaining high standard teachings in the International Business field, and amongst the department

Tutoring internships and apprenticeships for Master students specialized in Global People Management

Tutored Master students to participate in a real life project within the module "Managing global and virtual team" working during 8 weeks on a world wide global and virtual team project (X culture)

- *Research*

Leading and supporting research activity and agenda within the department

Participating in and communicating research works in international conferences

- Collaborating with the Head of the Laboratory of Pedagogical Innovation to renew and enhance teaching and learning approaches
- Reporting to the Academic Dean & Research Dean

(In English language exclusively)

◆ Lecturer since 2006

- **Area of teachings:** Global Human Resources Management/ Global talent management/ OB and leadership theories/ HR practices in a digital world/ Intercultural Management/ Cross Cultural Communication/ Diversity Management/ Multicultural Team Management/ Global and Virtual Team Management/ Global Ethics/ Expatriation and International mobility

- For **YSchools (France) & Yaoundé Campus (Cameroun)**, **Business School of Aarhus University (Denmark)**, **KEDGE Business School (France)**, **NEOMA Management School (France)**, **ESSCA Paris (France)**.

◆ External consultant/trainer for developing individual and team performance in multicultural environments

- Conceiving and Animating Cross cultural workshop/coaching for managers (expatriates/ impatriates)

- Country specific training: China, USA, France

- Modifying and improving Assessment Center Model

. Co-Developing a comprehensive and sophisticated model which assesses relevant Culture Bridging Skills in China

- Providing advises and supports in the development of exercises to measure relevant expected competencies (translation of values into behavior)

◆ Others valuable experiences

Winthrop University, Rock'Hill, SC, USA, 1997-1999

Assistant of research in Cross Cultural Psychology

- Collaborated in an intercultural research project in cross-cultural psychology focused on cultural differences in social behavior especially friendship patterns
- Prepared and co-facilitated classes in cross cultural psychology, particularly regarding the implications of cultural differences in business relationships

Galeries Lafayette Department store, Chengdu, Sichuan, CHINA, 1997

Trainer (management department) and Interface with the Head office

- Served as cultural consultant during the store launching
- Trained managers on French culture and Corporate culture
- Trained staff employees on merchandising strategies (drafting of the training manual)
- Interfaced with the parent company (France). Weekly reporting at the International Development France
- Interfaced with international customers and suppliers

LANGUAGE SKILLS

French, native language

English, fluent (2 years in the US & PhD)

Mandarin Chinese, advanced (14 months in China, and then graduated from INALCO Paris, with Honors, mention TB)

Italian, advanced (2 years in Italy)

Spanish, good knowledge

OTHERS

- **Voluntary** work: Initiating pupils to Mandarin Chinese, Primary School, France
- **Member of AIB** (Academy of International Business), **EGOS** (European Group for Organizational Studies), **EIBA** (European international Business Academy)
- **Peer reviewer** for research journals in International Business
 - Group & Organization Management,
 - International Business review,
 - International Human Resources Management