

# AUDREY ROUZIES

**University Toulouse Capitole**  
**Toulouse School of Management**  
2 rue du Doyen Gabriel Marty  
31042 TOULOUSE  
FRANCE

audrey.rouzies@tsm-education.fr  
Direct Dial : + 33 561 635 657

## PERSONNAL INFORMATION

---

Date of birth: 12<sup>th</sup> August 1980  
Citizenship: French  
Fluent in English and Spanish

## CURRENT POSITION

---

**Professor** (from January 2020 to present)  
**Associate Professor** (from September 2008 to December 2019)  
**Head of Master International Management** (from September 2008 to present)  
**Associate Dean for Quality Assurance** (from September 2020 to present)  
**Coordinator of the Doctoral Programme in Strategy** (from September 2018 to present)

Courses: Strategic Management  
Research process and Design  
Learning and Practice in Research  
Introduction to Research

## EDUCATION

---

- 2018**      **HDR “Habilitation à Diriger des Recherches”**- University Toulouse Capitole.
- 2008**      **Post-Doc Position in UQUAM Montreal** (Canada) – Winter-Spring 2008.
- 2007**      **Ph.D in Management with a specialization in strategy** (EM Lyon and University of Lyon III).  
Title: Multiple Identifications in post-merger integration processes.  
**Visiting Scholar, Tilburg University** (Netherlands)–Strategy and Organization Department (First semester 2006)  
**CEFAG** (Centre Européen de Formation Approfondie à la Gestion – FNEGE, 2005)
- 2003**      **DEA in Strategic Management** - EM Lyon – University of Lyon III  
Title: Middle Managers’ commitment in international strategic alliances (Renault-Nissan case)
- 2002**      **Master of Science in International Business** (IAE of Bayonne), France.

## RESEARCH INTERESTS

---

- Mergers and Acquisitions (Integration process management, culture, identity, human aspects)
- Social Identity Theory, Multiple Identifications and Identity Transition.
- Mixed Methods

## COMMUNITY COMMITMENTS

---

2016 – 2020 – **Board Member of AIMS (Association Internationale de Management Stratégique)**

2015 – 2021 - **Board Member of EURAM Association and National Representative for France**

2015 – 2020 – **Associate Dean for International Relations at TSM**

2010 – 2014 - **Head of Strategy Department at TSM**

2008 – 2011 – **Member of the Standing Scientific Council of AIMS (Association Internationale de Management Stratégique)**

## PUBLICATIONS AND COMMUNICATIONS

---

### ARTICLES

Rouzies, A., Colman, L. and Angwin, D. 2019. Recasting the dynamics of post-acquisition integration: An embeddedness perspective, *Long Range Planning*, 52 (2): 271-282.

Colman, H et Rouzies, A. 2019. Boundary spanning and intra-organizational mitigation: a relationship perspective on post-acquisition integration, *Journal of Management*, 45(5): 2225-2253.

Pascal, A., Aldebert, B. & Rouzies, A. 2018. Mobilisation des méthodes mixtes dans la recherche en systèmes d'information : exploration bibliographique d'une paradoxale discrétion, *Systèmes d'Information et Management*, 3 (23).

Mirc, N., Rouzies, A., & Teerikangas, S. 2017. Do Academics Actually Collaborate in the Study of Interdisciplinary Phenomena? A Look at Half a Century of Research on Mergers and Acquisitions. *European Management Review*, 14(3): 333-357.

Aldebert, B. et Rouzies, A. 2014, Quelle place pour les méthodes mixtes dans la recherche francophone en management?, *Management International*, Vol.19.1.

Jacob, M-R. et Rouzies, A. 2014, Ensemble mais différents : ambivalence et mimétisme dans les dynamiques d'identification organisationnelle au sein des équipes composites, *Revue Française de Gestion*, Vol. 240: 149-164.

Rouzies, A. 2013, Mixed Methods: A relevant research design to investigate processes mergers and acquisitions, *Advances in Mergers and Acquisitions*, Vol.12: 193-211.

Stahl, G., Rouzies, A. et al; 2013, Sociocultural Integration in Mergers and Acquisitions: Unresolved Paradoxes and Directions for Future Research, *Thunderbird International Business Review*; Vol. 55 (4): 333-356.

Rouziès, A. and Colman, H. 2012, Identification processes in post-acquisition integration: the role of social interactions, *Corporate Reputation Review*, Vol.15 (3): 143-157.

Cartwright, S., Teerikangas, S. and Rouziès, A. 2012, Methods in M&A - A look at the past and the future to forge a path forward, *Scandinavian Journal of Management*, Vol. 28, No 2.

Weber, Y, Teerikangas, S., Rouziès, A. and Tarba, S. 2011, Cross Cultural Management in Mergers and Acquisitions, *European Journal of International Management*, Vol.5, No 4.

Rouziès, A. 2011, Antecedents of Employees' Identification with a Merger: A three-stage empirical study, *International Studies of Management and Organizations*, Vol. 41, No. 3.

Denis, J-P., Perret, V. and Rouziès, A. 2010. Incertitude(s) et Stratégie(s), *Revue Française de Gestion*, Vol. 36,n° 203.

Melkonian, T. ; Monin, Ph. ; Noorderhaven, N. ; Rouziès, A. and Timmers, A. 2006. Etre juste, ou être exemplaire ? Différences conceptuelles et contributions empiriques chez Air France –KLM, *Revue Française de Gestion*, Vol 32, n°164.

## **BOOK CHAPTERS**

Kroon, D. and Rouzies, A. 2015. Reflecting on the Use of Mixed Methods in M&A Studies in Risberg, A., King, D. and Meglio, O. *The Routledge Companion to Mergers and Acquisitions*, NY :Routledge

Cailluet, L. et Rouzies, A. 2011, Sophie en Iran : Iran : des clichés à la réalité de l'expatriation, H. Karjalainen et Soparnot R. (Eds), *Cas en Management Interculturel*, Editions EMS.

Soenen, G., Monin, Ph., Rouziès, A. 2007 Co-evolution of Organizational Identity and Organizational Dress at Air France (1933-2005) in L. Lerpold, D. Ravasi, J. van Rekom & G. Soenen (Eds), *Organizational Identity in Practice*. NY :Routledge.

Vogler, E. Rouziès, A. 2006. Les cadres intermédiaires fabriquent aussi la stratégie in D. Golsorkhi (Eds), *La fabrique de la stratégie. Une approche multidimensionnelle* : 109-128. Paris :Vuibert.

Rouziès, A. 2005. Les managers Services ont la parole in F. Mayaux & E. Vogler (Eds), *Ce que manager dans les services veut dire* : 231-297. Paris : Editions d'Organisation.

## **CONFERENCE PRESENTATIONS**

Rouzies, A and Aldebert, B. (2021), Réplication et Méthodes Mixtes en Management. Les enjeux de la réplication pour les recherches en méthodes mixtes en management, Colloque Méthodes Mixtes Francophones, Montréal (en ligne).

Mirc, N., Rouzies, A., Sele, K. and Angwin, D. (2018), That's great on paper... but not in practice! – A routine ecology perspective to understand M&A integration barriers, European Academy of Management, Reykjavik, Islande.

Mirc, N., Rouzies, A., Sele, K. and Angwin, D. (2017), When matching routines meet – a routine dynamic perspective on post-acquisition integration, SMS Special Conference on Collaborative Strategies, San Jose (Costa Rica).

Colman, H., Rouzies, A. and Lunnan, R. (2016), The national vs. The local : Dual social integration in cross-border acquisitions, Strategic Management Conference, Berlin, Germany. *Nominated for Best paper Award.*

Rouzies, A. (2016), Integration in Inter-Organizational Encounters, European Academy of Management, Paris, France

Mirc, N. ; Rouzies, A. and Sele, K; (2015), A matter of routine ? Challenges of performativity in post-acquisition integration, XXIVème Conférence de l'Association Internationale de Management Stratégique, Paris, France.

Rouzies, A., Colman, H. and Teerikangas, S., (2015), What actually is post-deal integration following M&A? Toward a Synthesis and Reconceptualization of the Field, Symposium: Integration in the study of organizations- A lack of integration?, Academy of Management, Vancouver, Canada.

Mirc, N. ; Rouzies, A. and Sele, K; (2014), Acquiring Routines: The Micro-foundations of Post-Acquisition Integration, Strategic Management Society- Special Conference, Copenhagen, Denmark.

Kipping, M.; Mirc, N. and Rouzies, A. (2014) Regulating tensions in knowledge-intensive firms, International Symposium on Process Organization Studies, Rhodes, Grèce.

Paunova, M. and Rouzies, A. (2014), Identification Dynamics in International Joint Ventures: A model of dual identification of IJV managers, Strategic Management Society- Special Conference, Copenhagen, Denmark.

Rouzies, A. et Colman, H. (2014) Social integration post-acquisition: The role of local and national identity claims, European Group for organization Studies, Rotterdam, Pays-Bas.

Jacob, M-R. et Rouzies, A. (2014), Together but different: is ambivalence a motor of identification dynamics in composite teams? Research Advances in Organizational Behavior and Human Resources Management, Université Paris Dauphine, DRM - Management & Organisation, Paris.

Jacob, M-R. et Rouzies, A. (2014), Une diversité peut en cacher une autre : l'hétérogénéité des statuts d'emploi sur le lieu de travail, Etats Généraux du Management - FNEGE, Marseille.

Paunova, M. and Rouzies, A. (2013), Identification Dynamics in International Joint Ventures: A model of dual identification of IJV managers, European Academy of Management, Istanbul, Turkey.

Teerikangas, S., Rouzies, A. and Colman, H. (2013), What actually is post-deal integration following M&A? Toward a Synthesis and Reconceptualization of the Field, European Academy of Management, Istanbul, Turkey.

Colman, H., Rouzies, A. (2013), Union representatives' participation as post-acquisition integrations facilitation, American Sociology Association, New-York, USA.

Jacob, M-R. and Rouzies, A. (2013), Ensemble mais différents : Les dynamiques d'identification dans les équipes composites, 22<sup>th</sup> Conference of Association Internationale de Management Stratégique, Clermont Ferrand, France.

Paunova, M. and Rouzies, A. (2013), Identification Dynamics in International Joint Ventures, 22<sup>th</sup> Conference of Association Internationale de Management Stratégique, Clermont Ferrand, France.

Colman, H., Rouzies, A. and Lunnan, R. (2012), Social integration post-acquisition: how identity claims demarcate and compound, Academy of Management, Boston, M.A.

Rouzies, A., Colman, H. (2011), Identification processes in post-acquisition integration: the role of social interactions, 14th IGIG Conference, Segovia, Spain.

Aldebert, B and Rouzies, A. (2011), L'utilisation des méthodes mixtes dans le recherché francophone en stratégie: constats et pistes d'amélioration, 20th Conference of Association Internationale de Management Stratégique, Nantes, France.

Rouzies, A. and Colman, H. (2011), Social integration in cross-border post-acquisition integration: nationality as a the demarcating and compounding influence, European Academy of Management, Tallinn, Estonia.

Colman, H. and Rouzies, A. (2011), Union representatives' participation as post-acquisition integration facilitation, Academy of Management, San Antonio, Texas.

Rouzies, A. (2010), Mixed Methods Research: A Useful research design to analyze socio-cultural processes in the study of M&A, European Group for Organizational Studies, Lisbon, Portugal.

Rouzies, A. and Colman, H. (2010), Post-acquisition Integration in a Crisis Period: paradoxical and contrasted effects, European Academy of Management, Rome, Italy.

Mirc, N., Rouzies, A., Teerikangas, S. and Tarba, S. (2010), The M&A community: myth or reality ? A social network analysis of co-authorship practices in the field of M&A research, European Academy of Management, Rome, Italy.

Teerikangas, S.; Rouzies, A.; Cartwright, S. and Wilson-Evered, E. (2010), The study of Mergers and Acquisitions – Initiating a Research Methodological Debate, Strategic management Society, Special Conference, Levi, Lapland.

Rouzies, A. (2009), Mixed Methods in the study of Mergers and Acquisitions (Research Methods Division), Academy of Management Annual Meeting, Chicago.

Rouzies, A.; Monin. Ph. and Noorderhaven, N. (2009), An identification based theory of post-merger integration, European Academy of Management, Liverpool.

Rouzies, A. (2007), Antecedents to Changing Identifications in a Merger : A Three-Stage Empirical Study, Academy of Management Annual Meeting, Philadelphia.

Rouzies, A. (2007), Antecedents of Employees' Identification with a Merger, European Academy of Management, Paris.

Rouzies, A. (2007), Commitment after a merger : the influence of dual identification, Workshop on Research Advances in Organizational Behavior, Human Resources Management and Corporate Social Responsibility, organized by the LIRHE – GRACCO, Toulouse

Rouzies, A. (2007), Les antécédents de l'identification des employés à une fusion, 16<sup>th</sup> Conference of Association Internationale de Management Stratégique, Montréal.

Melkonian, T. ; Monin, Ph. ; Noorderhaven, N. ; Rouzies, A. and Timmers, A. (2006), Justice, or Exemplarity ? Theoretical Bases and Empirical Contributions to Post-Merger Performance, Academy of Management Annual Meeting, Atlanta.

Melkonian, T. ; Monin, Ph. ; Noorderhaven, N. ; Rouzies, A. and Timmers, A. (2006), Etre juste, ou être exemplaire ? Différences conceptuelles et contributions empiriques chez Air France –KLM, 15<sup>th</sup> Conference of Association Internationale de Management Stratégique, Genève – Annecy.

Rouzies, A. et Vogler, E. (2005), Cadre opérationnel et cadre intermédiaire : deux conversations imbriquées pour deux strates hiérarchiques complémentaires, 14<sup>th</sup> Conference of Association Internationale de Management Stratégique, Pays de la Loire.

Monin, Ph. et Rouzies, A. (2005), Entre fusions et acquisitions et alliances : Renault-Nissan et Air France-KLM comme hybrides organisationnels d'Avant-Garde, 14<sup>th</sup> Conference of Association Internationale de Management Stratégique, Pays de la Loire.

Monin, Ph. et Rouzies, A. (2005), Between mergers and acquisitions and alliances: Renault-Nissan and Air France-KLM as Avant-Garde Organizational Hybrids, European Academy of Management, Munich.

Rouzies, A. (2004), Modèle d'adhésion des cadres intermédiaires dans les alliances stratégiques internationales: le rôle de la communication et de l'identification organisationnelle, 13<sup>th</sup> Conference of Association Internationale de Management Stratégique, Le Havre.

## **GUEST EDITORSHIP**

**2012 Guest Editor**, *Scandinavian Journal of Management*, Special Issue: "Research Methods in the study of inter-organizational encounters – Initiating a Research Methodological Debate", Cartwright, S., Teerikangas, S., Rouzies, A., et Wilson, E.

**2012 Guest Editor**, *European Journal of International Management*, Special Issue: "The Management of Mergers and Acquisitions", Weber Y., Teerikangas S., Rouzies A., et Tarba S.

**2011 Guest Editor**, *European Journal of International Management*, Special Issue: "Cross-cultural Management in International Mergers and Acquisitions. Weber Y., Teerikangas S., Rouzies A., et Tarba S.

**2010 Guest Editor**, *Revue Française de Gestion*, Special Issue: "Incertitudes et Stratégie", Véronique Perret, Jean-Philippe Denis et Audrey Rouzies.

## **INVITED TALKS**

Rouzies, A. (2016), What is actually post-M&A integration ? Symposium on Mergers and acquisitions: bridging substantive, methodological and conceptual conversations, European Academy of Management Conference, Paris, France.

Mirc, N. et Rouzies, A. (2014). Mergers and Acquisitions: past, present and future research, UCL French Embassy Collaborative Science and Technology Workshop on '*Innovating the study and practice of strategic change initiatives*'. Londres, UK.

Rouzies, A. (2012), Dual Identification in M&A, BI Norwegian School Business School, Oslo, Norway.

Rouzies, A. (2008), Post-fusion : comment passer de la cohabitation à l'intégration. Les enjeux culturels et identitaires, ANVIE, Paris, France.

Rouzies, A. (2008), Identification processes in Mergers and Acquisitions, research seminar presented at the « Chaire de Gestion des Compétences », UQAM, Montréal, Canada.

Rouzies A (2006), Identity transition in changing organizational contexts, research seminar presented at the "Eden Seminar on International Mergers and Acquisitions", Helsinki, Finland.

## **CASE STUDIES**

Cailluet, L. et Rouzies, A. (2013) ; Sophie in the land of Mullahs : from clichés to the reality of expatriation, ECCH Reference 413-048-1.

Cailluet, L. et Rouzies, A. (2009), Sophie au pays des mollahs, Atelier des cas pédagogiques sur le management interculturel, Escem Tours.

Bouchard, V. et Rouzies, A. (2005), Les commissaires priseurs face à la déréglementation : le parcours de Calmels-Cohen, CCMP, Référence G1391.

## **ORGANIZATION OF SEMINARS**

**2018** Co-organizer of a track at EURAM (European Academy of management), Reykjavik (Iceland), June 20<sup>th</sup> to 23<sup>th</sup> 2018.

Topic: "The Strategic Practices of Mergers & Acquisitions"

Co-organizers : A. Rouzies (Toulouse School of Management, France), N. Mirc, (Toulouse School of Management, France), D. Angwin (Lancaster University, UK), Ph. Very (Edhec, France), Janne Tienari (Aalto University, Finland), Nuno Oliveira (Tilburg University, Netherlands).

**2017** Co-organizer of a track at EURAM (European Academy of management), Glasgow (Scotland) June 21<sup>st</sup> to 24<sup>th</sup> 2017.

Topic: "Managing knowledge within and across Mergers, Acquisitions and Alliances"

Co-organizers : A. Rouzies (University of Toulouse I Capitole, France), N. Mirc, (University of Toulouse I Capitole, France), D. Angwin (Lancaster University, UK), Ph. Very (Edhec, France), Janne Tienari (Aalto University, Finland), Nuno Oliveira (Tilburg University, Netherlands).

**2016** Co-organizer of a track at EURAM (European Academy of management), Paris (France), June 1<sup>st</sup> to 4<sup>th</sup> 2016.

Topic: "Cooperative Dynamics in Mergers and Acquisitions, Diversification and Alliances"

Co-organizers : A. Rouzies (University of Toulouse I Capitole, France), N. Mirc, (University of Toulouse I Capitole, France), D. Angwin (Lancaster University, UK), Ph. Very (Edhec, France), Janne Tienari (Aalto University, Finland), Nuno Oliveira (London Business School, UK).

- 2015** Co-organizer of a track at EURAM (European Academy of management), Warsaw (Poland), June 17<sup>th</sup> to 20<sup>th</sup> 2015.  
Topic: “Dynamics and Micro-foundations of inter-organizational encounters (M&As, Alliances...)”  
”  
Co-organizers : A. Rouzies (University of Toulouse I Capitole, France), N. Mirc, (University of Toulouse I Capitole, France), D. Angwin (Oxford Brookes, UK), Ph. Very (Edhec, France), Janne Tienari (Aalto University, Finland), Nuno Oliveira (London Business School, UK).
- 2014** Co-organizer of a track at EURAM (European Academy of management), Valencia (Spain), June 3<sup>rd</sup> to 7<sup>th</sup> 2014.  
Topic: “Corporate Strategy and the Management of M&A, Alliances and Divestitures”  
”  
Co-organizers : Xavier Castaner (HEC Lausanne, Switzerland), Tomi Laamanen (University of St Gallen, Switzerland) A. Rouzies (University of Toulouse I Capitole, France), S. Teerikangas (University College London, UK).
- 2013** Co-organizer of a track at EURAM (European Academy of management), Istanbul (Turkey), June 25<sup>th</sup> to 28<sup>th</sup> 2013.  
Topic: “Corporate Strategy and the Management of M&A, Alliances and Divestitures”  
”  
Co-organizers : Xavier Castaner (HEC Lausanne, Switzerland), Tomi Laamanen (University of St Gallen, Switzerland) N. Oliveira, (London School of Economics), A. Rouzies (University of Toulouse I Capitole, France), S. Teerikangas (University College London, UK).
- 2012** Co-organizer of a track at EURAM (European Academy of management), Rotterdam (Netherlands), June 6<sup>th</sup> to 8<sup>th</sup> 2012.  
Topic: “Mergers and acquisitions: Conceptual, Methodological and Practical Innovations”  
Co-organizers : S. Cartwright (University of Manchester, UK), A. Rouzies (University of Toulouse I Capitole, France), S. Tarba (University of Ben Gurion, Israel), S. Teerikangas (University de Technology Helsinki, Finland).
- 2011** Co-organizer of a track at EURAM (European Academy of management), Tallinn (Estonia), June 1<sup>st</sup> to 4<sup>th</sup> 2011.  
Topic: “Mergers and acquisitions – Modern melting pots of cultures?”  
Co-organizers : S. Cartwright (University of Manchester, UK), A. Rouzies (University of Toulouse I Capitole, France), S. Tarba (University of Ben Gurion, Israel), S. Teerikangas (University de Technology Helsinki, Finland).
- 2010** Co-organizer of a track at EURAM (European Academy of management), Rome (Italy), May 19<sup>th</sup> to 22<sup>th</sup> 2010.  
Topic: “Back to the future in M&A study : Time for rethinking and re-rooting”  
Co-organizers : A. Capasso (University of Sannio, Italy), S. Cartwright (University of Manchester, UK), D. Faulkner (University of London), O. Meglio (University of Sannio, Italy), A. Rouzies (University of Toulouse I Capitole, France), S. Tarba (University of Ben Gurion, Israel), S. Teerikangas (University de Technology Helsinki, Finland).



- 2009** Co-organizer of a symposium at AOM (Academy of Management- Research Methods Division), Chicago (USA), August 7<sup>th</sup> to 11<sup>th</sup> 2009.  
Topic: “The study of mergers and acquisitions – Initiating a research methodological debate”  
Co-organizers: S. Cartwright (University of Manchester, UK), L. Magni (Fondazione ISTUD Italy), A. Rouzies (University of Toulouse I, France), S. Teerikangas (University de Technology Helsinki, Finland), J. Tienari (Helsinki School of Economics, Finland), E. Wilson-Evered (Monash University, Australia).
- 2009** Co-organizer of a track at EURAM (European Academy of management), Liverpool (UK), May 11<sup>th</sup> to 14<sup>th</sup> 2009.  
Topic: “Toward Renaissance and Renewal in the Study and Practice of Mergers and Acquisitions”  
Co-organizers : A. Capasso (University of Sannio, Italy), S. Cartwright (University of Manchester, UK), D. Faulkner (University of London), O. Meglio (University of Sannio, Italy), A. Risberg (Copenhagen Business School, Denmark), A. Rouzies (University of Toulouse I, France), S. Tarba (University of Ben Gurion, Israel), S. Teerikangas (University de Technology Helsinki, Finland).
- 2008** Co-organizer of a track at EURAM (European Academy of management), Ljubljana (Croatia), May 14<sup>th</sup> to 17<sup>th</sup> 2008.  
Topic: “Perspectives on Mergers and Acquisitions : Theories, Methods and Experiences”  
Co-organizers : Capasso (University of Sannio, Italy), S. Cartwright (University of Manchester, UK), O. Meglio (University of Sannio, Italy), A. Risberg (Copenhagen Business School, Denmark), A. Rouzies (University of Toulouse I, France), S. Tarba (University of Ben Gurion, Israel), S. Teerikangas (University de Technology Helsinki, Finland).

## RESEARCH CONVENTION

---

### Research Project with Eramet Comilog.

Analysis of the merger between Eramet Norway and Tinfos.

Longitudinal survey with three rounds of data collection (quantitative and qualitative).

Topics studied: identity transition, culture, crisis management, coordination, trust.

Research funded by Eramet Comilog (60 000 euros).

## AWARDS

---

**2018 Best paper award of the M&A track M&A (EURAM 2018).** Article title : “ That’s great on paper... but not in practice! – A routine ecology perspective to understand M&A integration barriers” with Mirc, N., Sele, K. et Angwin, D.

**2007 Best dissertation Award in Strategic Management** from Association Internationale de Management Stratégique (AIMS-FNEGE).

## PROFESIONAL MEMBERSHIP

---

Association Internationale de Management Stratégique (AIMS) 2003 – present

- Board member (2016-2020)

European Academy of Management (EURAM) 2004 – present

- Board member and national representative for France (2015-2018)
- Co-SIG Chair (SIG Strategic Management) (2017-...)

Academy of Management (AOM) 2006 – present