

Université de Sofia St Clément d'Ohrid  
Faculté d'économie et gestion Centre franco-allemand  
de recherches appliquées en économie et gestion Alumni Club

Université de Versailles St-Quentin-en-Yvelines  
Institut Supérieur de Management – LAREQUOI  
Chaire UNESCO en Management des innovations, du changement  
et de l'entrepreneuriat pour les pays de l'Est  
Chaire Jean Monnet *ad personam* «Identités et cultures en Europe»

Anhalt University of Applied Sciences  
Institut Français de Bulgarie

## Colloque International / International Conference

Innovations managériales: enjeux et perspectives  
Managerial innovations: Stakes and Prospects

# PROGRAMME & RÉSUMÉS/ABSTRACTS



СОФИЙСКИ УНИВЕРСИТЕТ  
„СВ. КЛИМЕНТ ОХРИДСКИ“



26 juin 2014, 9 h – 19 h; 27 juin 2014, 9 h – 14 h  
Université de Sofia St Clément d'Ohrid, salle américaine

## Innovations managériales: enjeux et perspectives Managerial innovations: Stakes and Prospects

8 h 30 : Enregistrement

9 h – 9 h 15 : Ouverture

**Gueorgui Chobanov**, Université de Sofia

**S.E.M. Xavier Lapeyre de Cabanes**, Ambassadeur de France en Bulgarie

**Henrik Egbert**, Anhalt University of Applied Science

**Philippe Hermel**, Institut Supérieur de Management, Université de Versailles Saint-Quentin en Yvelines

9 h 15 – 12 h 45 : Première session

Présidents de la session : **Teodor Sedlarski & Gilles Rouet**

- 1) **Sonia Vateva**, Université de Sofia, *La Bulgarie dans l'Europe: transitions, modernisation, intégration*
- 2) **Tsvetan Davidkov & Desislava Yordanova**, Université de Sofia, *Entrepreneurial Orientation as a Managerial Innovation: implications for Bulgarian Enterprises*
- 3) **Gueorgui Chobanov**, Université de Sofia, *Randomness, Uncertainty, and Ergodicity in Nature and Society*
- 4) **Krustina Atanassova & Roumiana Ilieva**, Université technique de Sofia, *Entrepreneurial education as a necessity in the biggest technical university of Bulgaria*

10 h 15 – 10 h 25 : Discussion

- 5) **Annie Bartoli & Philippe Hermel**, LAREQUOI, *L'ambidextérité comme atout managérial pour le pilotage du changement. Le cas d'entreprises américaines innovantes*
- 6) **Henrik Egbert**, Anhalt University of Applied Science, *Pay What You Want Pricing and Information Asymmetries*
- 7) **Alexander Gudkov**, State University, ESPC, Russia, Orel, *Organization of a system of innovation audit at the enterprise*
- 8) **Nikolay Angov & Roumiana Ilieva**, Université technique de Sofia, *Cluster Wide Innovations, or How clusters start-ups are born*

11 h 25 – 11 h 35 : Discussion

- 9) **Mourad Attarça**, LAREQUOI, *Institutional entrepreneurship: an innovative practice of management serving business strategy*
- 10) **Albena Antonova**, Université de Sofia, *Comment les nouvelles technologies vont transformer les défis de gestion ?*
- 11) **Talpas Botond & Julia Anna Makkai**, Babes-Bolyai, *Innovation in NGOs in the frame of European Youth Capital 2015*

12) **Mohsen Brahmi**, IAE Campus Southern, *Les systèmes d'information et les technologies de communication : effet sur la stratégie concurrentielle de la firme*

**12 h 35 – 12 h 45 : Discussion**

**12 h 45 – 14 h : Déjeuner**

**14 h – 17 h : Deuxième session**

**Présidentes de la session : Annie Bartoli & Sonia Vateva**

13) **Abdoukhadre Diao**, Cheikh Anta Diop University, *Successful Careers of Culturally Intelligent Workers in Multinational Organizations: the Mediating Role of Perceived Supervisor Support*

14) **Adelina Milanova & Pavlinka Naydenova**, Académie des Sciences, *Managing the corporate Human Capital - Social Anthropological determination and specific motivational techniques*

15) **Cheikh Oumar Balde**, Université Assane Seck de Ziguinchor, *La RSE et son apport dans la société : le cas du Sénégal*

16) **Katia Vladimirova**, Université d'économie mondiale et nationale, *Management des différentes Ressources Humaines : enjeux et perspective*

**15 h – 15 h 10 : Discussion**

17) **Violeta Golesheva**, Université technique de Sofia, *Conceptual Framework For Agility Evaluation Of Managerial Innovations*

18) **Annie Bartoli & Christelle Perrin**, LAREQUOI, *La gestion des organisations sociales et solidaires comme source d'innovation managériale dans le secteur public*

19) **Martial Kadji**, LAREQUOI, *Innovation (renouvellement) de la gouvernance et durabilité des Business Models des projets collaboratifs Open Source en France: quelles nouvelles pratiques ? Quel rôle pour les pouvoirs publics et des acteurs institutionnels?*

**15 h 55 – 16 h 05 : Discussion**

20) **Kaloyan Haralampiev & Milka Semova**, Université de Sofia, *Alumni Relations as Innovative Managerial Approach in Bulgarian Education Sector*

21) **Diène Ousseynou Diouf**, Université Assane Seck de Ziguinchor, *Le rôle de l'université face au développement durable*

22) **Thierry Come & Gilles Rouet**, CRDT Reims, LAREQUOI, *Innovier pour insérer les docteurs en entreprise*

**16 h 50 – 17 h : Discussion**

**17 h – 19 h : Ongoing PhD projects in Business Administration and Economics**

Animateurs: **Teodor Sedlarski**, Université de Sofia & **Henrik Egbert**, Anhalt University of Applied Science

**27 June 2014 – Panel Discussion**

## **Managerial Innovations in Practice in Bulgaria**

**Institut Français de Bulgarie**

3, Slaveykov Square, Sofia

*with the participation of professionals, business leaders, management experts and alumni of the Faculty of Management at*

**Sofia University St. Kliment Ohridski**

**Language:** *French, English, Bulgarian with simultaneous interpretation Bulgarian-French*

9:00 – 9:30: Registration and welcoming coffee

9:30 – 10:00: Opening

S.E.M Xavier Lapeyre de Cabanes, *Ambassadeur de France*

10:00 – 11:00: **Panel 1, Human Resources in enterprises, NPOs and public sector**

**Moderator: Milka Semova**, Executive Director, FEBA Alumni Club Sofia University

**Annie Bartoli**, Professor of management, Institut Supérieur de Management

**Thierry Côme**, Associate Professor of management, University of Reims Champagne-Ardenne

**Vladimir Borachev**, Vice President for Institutional Advancement AUBG, Executive Coach

**Elena Drecheva**, CEO Konica Minolta

**Christophe de Lafarge**, General Manager, Bulgaria, Albania, Macedonia and Kosovo at Schneider Electric

11:00 – 12:00: **Panel 2, Strategic and Finance functions in enterprises, NPOs and public sector**

**Moderator: Sonia Vateva**, Faculty of economics and management, Sofia University

**Philippe Hermel**, Professor of management, Institut Supérieur de Management

**Nikolay Genchev**, CEO UNIQA

**Martin Paev**, CFA, Chairman Sortis Group

**Fred Stierlin**, Vice President, Finance Shared Services, Coca Cola, Sofia

12:00 – 13:00: **Panel 3, Quality management in enterprises, NPOs and public sector**

**Moderators:** Gilles Rouet, Institut Français de Bulgarie

**Mourad Attarça**, Associate Professor of management, Institut Supérieur de Management

**Elena Marinova**, President, Musala Soft

**Yordan Nedev**, CEO Bianor

**Christelle Perrin**, Associate Professor of management, Institut Supérieur de Management

**Vladimir Rashev**, CEO BalkanServices

13:00 – 14:00: **Reception**

# Colloque International / International Conference

**Innovations managériales: enjeux et perspectives**  
**Managerial innovations: Stakes and Prospects**

## RÉSUMÉS/ABSTRACTS



СОФИЙСКИ УНИВЕРСИТЕТ  
„СВ. КЛИМЕНТ ОХРИДСКИ“



26 juin 2014, 9 h – 19 h  
Université de Sofia St Clément d'Ohrid, salle américaine

**1. Sonia Vateva**, Université de St Clément d'Ohrid, *La Bulgarie dans l'Europe : transitions, modernisation, intégration*

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L'auteur cherche à démontrer la continuité dans le processus de modernisation économique et sociale de la Bulgarie. L'idée de modernisation est liée aux transformations profondes qui ont marqué le pays dans le temps. L'accent est mis sur les contraintes incontournables qui ont fixé les limites de l'activité économique et de la politique bulgare. Les restrictions de l'intérieur tiennent surtout à l'insuffisance de capitaux, aux ressources faibles et limitées, au degré d'ouverture et au développement institutionnel. L'intégration de la Bulgarie au sein de l'Union européenne représente un projet de modernisation dont la réalisation dépend de la capacité de la société et des institutions bulgares à innover qui leurs permet de mettre en œuvre le changement, de se transformer et agir pour conduire le progrès.

**2. Tsvetan Davidkov & Desislava Yordanova**, Sofia University "St. Kliment Ohridski", *Entrepreneurial Orientation as a Managerial Innovation: implications for Bulgarian Enterprises*

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During the last decade the Bulgarian economy has achieved macroeconomic stability and growth and improvement in the environment for doing business. However, the Bulgarian economy is still characterized by very low competitiveness in comparison with the other European Union member states. Entrepreneurial orientation is a managerial innovation that is likely to have a profound influence on the competitiveness of Bulgarian companies and their ability to cope with the diverse challenges that they face in the global economy. This study discusses the nature and importance of entrepreneurial orientation. Drawing upon previous theoretical and empirical research, we identify various factors that can foster the development of entrepreneurial orientation in Bulgarian enterprises.

**3. Gueorgui Chobanov**, Université de Sofia, *Randomness, Uncertainty, and Ergodicity in Nature and Society*

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**4. Krustina Atanassova & Roumiana Ilieva**, Université technique de Sofia, *Entrepreneurial Education As A Necessity In The Biggest Technical University In Bulgaria*

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Modern entrepreneurship can be considered as an innovation procurement process managed through narrowly customized technological transfer. In order to realize the connection and to facilitate the collaboration between the educational institutions and the business, a center for entrepreneurship and innovations has been established. The main goal of this center is to provide the engineers from TU of Sofia with the necessary tools, knowledge, networking and support so that they are able to develop their own innovative businesses. This ultimately will stimulate innovations, high value added job creation and lead to a sustain-

able economic growth. The aim of this article is to present the already achieved outcomes, match them with the strategy created two years ago and to further research innovative managerial ways for an even better functioning of the center. Investigations on how the impact achieved can be augmented are essential for reaching future sustainability and strengthening the competitive advantages of domestic companies on the global market place.

**5. Annie Bartoli & Philippe Hermel**, LAREQUOI, ISM, *L'ambidextrie comme atout managérial pour le pilotage du changement. Le cas d'entreprises américaines innovantes.*

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L'innovation est désormais considérée comme un impératif pour le développement des entreprises et des organisations. Doit-elle pour autant être exclusive et emporter dans un même mouvement de transformation l'ensemble des processus stratégiques et managériaux ? En fait, l'enjeu de maintenir certains aspects traditionnels de la société dans son évolution est rarement soulevé et encore moins analysé comme un possible facteur clé de succès.

Pourtant, des recherches majeures ont montré, depuis déjà plus de 20 ans, la possibilité pour une entreprise de combiner à la fois l'exploration de nouvelles approches et l'exploitation des ressources existantes (March 1991), ce qui a donné naissance au concept d'ambidextrie managériale. (Tushman et O'Reilly 2004). Pour autant, peu de travaux ont porté sur le concept d'ambidextrie appliqué au milieu des PME, les auteurs initiaux s'intéressant davantage aux très grandes entreprises.

Cet article analyse le cas de trois entreprises familiales américaines, qui ont réussi à concilier des formes d'innovation et de tradition dans leur développement, illustrant ainsi la possibilité d'utiliser l'ambidextrie comme un atout managérial au sein d'organisations de taille moyenne. Il montre que le caractère familial de l'organisation peut jouer un rôle déterminant dans le comportement ambidextrie, notamment par l'attachement aux valeurs traditionnelles de l'organisation.

**6. Henrik Egbert**, Anhalt University of Applied Science, *Pay What You Want Pricing and Information Asymmetries*

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Pay What You Want (PWYW) pricing has received considerable attention recently. Empirical studies show that when PWYW pricing is implemented buyers do not behave selfishly in a number of cases and that some sellers are able to use PWYW to increase turnover as well as profits. In this paper we present a theoretical model of buyer behavior under asymmetric information about production costs. Our model shows that information asymmetries provide an explanation for the results found in empirical studies.

**7. Alexander Gudkov**, State University – ESPC, Russia, Orel, *Organization of a system of innovation audit at the enterprise*

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The article describes the organization of innovative audit in the enterprise, including basic objectives and principles. At the present stage of development of applied scientific research in the economy most urgent implementation of new approaches in the field of accounting, analysis and audit. Any kind of financial-economic activity of the enterprise is subject to audit, including innovative activities. The highest value of the audit gains in terms of use of commercial loans and funds of target financing, which are the sources of financing of innovative projects.

The staging system of innovation audit depends on the organisational features of production, norms and requirements approved accounting policy of the company and describing the system of the account of objects and operations of financial and economic activity of the enterprise [1]. Conducting the innovation audit should be implemented at all stages of realization of the innovative project. In the program of audits of enterprises engaged in innovative activities should be included procedures innovative audit [2].

**8. Nikolay Angov & Roumiana Ilieva**, Université technique de Sofia, *Cluster-Wide Innovations, Or How Cluster Start-Ups Are Born*.

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The cluster-based concept for economic prosperity has already reached a wide recognition in Bulgaria. Cluster establishments have already started giving positive results. This is not only facilitating the development of the business environment but it is also lifting it up to a new, higher dimensional level of operation. As clusters themselves are a type of innovation, it is essential that innovative ways for managing their further development have to be researched. Moreover, processes for managing the innovations in the clusters, inside the organizations in the clusters and on an inter-organizational level need to be properly investigated and analyzed. The goal of this article is to provide an overview of the innovation management outcomes achieved by the Electric vehicles industrial cluster and to further investigate new ways of encouraging future innovations within it. The potential of dissemination of the good practices will be proposed to other viable clusters in Bulgaria.

**9. Mourad Attarça**, Institut Supérieur de Management, Larequoi, Laboratoire de recherche en management, *Institutional entrepreneurship: an innovative practice of management serving business strategy*

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This paper aims to present the concept of political or institutional entrepreneurship and why it can be considered as a managerial innovation. The paper will

also demonstrate the usefulness of the political entrepreneurship for the strategic management of the firms and its development.

Entrepreneurship is an important area of the field research in management. This concept can be seen from various perspectives. It deals with innovation, launching and developing new activities or businesses (Filion, 1997; Paturol, 2007). The same words of entrepreneur and entrepreneurship are also used in a context of “non-market” activities (Baron, 1995). In its original acceptance, the political entrepreneur is a person - or a group of person- that organizes collective action in the political field and promotes solutions to a given political problem (Salisbury, 1969). The political entrepreneur also plays a role in the politicization of a problem and its implementation on political or public agenda (Kingdom, 1984).

In the strategic management field, “political entrepreneur” is often called “institutional entrepreneur”. This concept refers to a company –or a single entrepreneur - that will adopt pro-active strategy to influence its political or institutional environment. For Di Maggio (1988), the institutional entrepreneur is an actor capable of transforming its institutional environment. The concept of institutional entrepreneur refers to “actors who have an interest in particular institutional arrangements and use their resources to create new institutions or to transform existing institutions” (Maguire et al, 2004: p. 657). To sustain institutional arrangements or to institutionalize institutional change, a political entrepreneur can use its power (Demil and Bensedrine, 2005), its legitimacy (Suchman, 1995), its resources (Oliver, 1997) but also its relational networks ( McGuire et al 1993; Chabaud, 2003). The ability of the political entrepreneur to succeed depends on its ability to mobilize resources, to mobilize other stakeholders which could support its strategy (DiMaggio, 1988), but also its capacity to drive the process of institutional reconfiguration (Hmimda, 2009).

In this paper, we will seek to present and the concept of institutional entrepreneur. We will show how this concept of “institutional entrepreneurship” is useful for the implementation of the corporate strategy. “Institutional entrepreneurship” activities helps corporation to shape their institutional environment. This strategy allows the implementation of the strategies of innovation (Attarça, Corbel et Nioche, 2010) but it also allows to modify the conditions of competition in a favorable way. We will propose in this paper a typology of the various situations in which “institutional entrepreneurship” can be useful for a company.

This research is based on a broad review of the literature on the concepts of institutional entrepreneurship and political entrepreneurship. It is also based on several case studies to illustrate the various situations in which the institutional entrepreneurship is conducted by companies.

**10. Albená Antonova**, Université de Sofia, *Comment les nouvelles technologies vont transformer les défis de gestion?*

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Le développement des technologies d'information et de communication progresse et influence le développement de tous les autres secteurs dans l'économie. Dans un horizon proche, on peut envisager qu'il y aura plus des technologies nouvelles au travail comme des robots, des imprimantes 3-dimensionnelles, des technologies mobiles et des objets intelligents (et Internet de choses). Les technologies vont transformer désormais les fonctions principales de l'entreprise et de la gestion. On peut imaginer que les entreprises vont évaluer, ainsi que les occupations et les professions des gens.

Dans le cadre de la recherche proposée, on va revoir les principes comment se forme la valeur ajoutée et comment les gestionnaires peuvent prendre part dans cette transformation. On va analyser les défis principaux pour la gestion, concernant les technologies émergentes et les changements qu'on peut attendre dans l'entreprise et dans les relations entre l'entreprise et les autres organismes du marché. De même façon on va identifier les facteurs clés du changement et comment ils vont imposer la transformation de l'entreprise. À la fin, l'article va discuter les changements sociaux et les défis nouveaux imposés aux gestionnaires.

**11. Júlia Anna Makkai & Talpas Botond**, Babes-Bolyai University, Hungaryology Doctoral School, *Innovation in NGOs in the frame of European Youth Capital 2015*

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Cluj/Kolozsvár the second biggest city in Romania, the heart of Transylvania and the most important center for the Hungarians in Romania, after the fall of the communism became an important center also for the youth. With more than 50000 students studying in the city, due to the institutions and NGOs, the city achieved big changes on social and economic level. By the decision of the European Youth Forum in 2012 the city won the possibility to become the European Youth Capital in 2015.

In our work we are focusing on those innovative processes, changes made after winning this title, the European Youth Capital 2015 in the perspective of the use of multilingualism and how the view of Transylvania (the view communication of the region brand) can be changed thanks to the Hungarian NGOs and how could the non-profit sector implement the managerial innovations in their work.

**12. Mohsen Brahmi**, IAE Business Administration Institute, Campus Southern, *Les systèmes d'information et les technologies de communication: Effets sur la stratégie concurrentielle de la Firme*

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L'objectif de ce papier est de déceler la réalité de l'utilisation des Nouvelles Technologies TIC sur l'analyse concurrentielle, dans le contexte des entreprises Tu-

nisiennes, à travers l'étude de l'une des plus importantes à l'échelle nationale qui est la Firme publique Tunisienne CPGT. Cette étude de recherche permettra, par ailleurs, de dégager le rôle et l'impact réel des TIC sur la structure concurrentielle de cette Firme au sein de cet environnement mondial plus acharné. On a tenu compte comme approche d'investigation empirique la technique de l'enquête par questionnaire auprès du personnel et des entretiens avec les dirigeants responsables sur l'orientation stratégique de la Firme à moyen et long terme, sur l'infrastructure technologique et informationnelle ainsi qu'au niveau de la stratégie concurrentielle de la Firme.

Dans cette étude, sous la base des réponses de personnes envisagées dans cette enquête, nous avons pu montrer qu'allouer un tel objectif aux TIC n'est réalisable qu'avec une réelle attention accordée à ces Technologies et une synchronisation entre leur usage et l'objectif stratégique que vise cette Firme exportatrice Tunisienne pour chacun des acteurs (clients, fournisseurs, partenaires, etc.) et sa structure concurrentielle. Ainsi, on a pu montrer que ces TIC jouent un rôle déterminant de communication entre la Firme en question et ces partenaires : Ces TIC sont aussi considérés comme un outil de dialogue (Magne, L & Lagrée, O. 2001)<sup>1</sup> permanent avec les clientèles et les fournisseurs. Ces derniers, sous la base des moyens de télécommunications, se sentent être des véritables partenaires voire même des propres acteurs associés à la dite Firme terrain d'étude. Ceci se justifie par la convergence des réponses de la majorité des cadres de notre échantillon pour ce rôle adéquat de ces technologies de communication.

**13. Abdoukhadre Diao**, Cheikh Anta Diop University, *Successful Careers of Culturally Intelligent Workers in Multinational Organizations: the Mediating Role of Perceived Supervisor Support*

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In today's highly globalized society, employees in cross-cultural work settings should have "cultural intelligence" to be successful in the workplace. This study explores the influencing effect of cultural intelligence on career success; investigates the effect of perceived supervisor support on career success among global workers; and examines the mediating role of perceived supervisor support in that relationship by using data from 400 employees at a U.S. military base in Daegu, South Korea.

We conducted a hierarchical regression analysis to examine the respondents' career success. The results indicate that cultural intelligence and perceived supervisor support had considerable influence on objective and subjective career success in the cross-cultural work setting. Perceived supervisor support had a significant mediating effect on the relationship between cultural intelligence and

<sup>1</sup> Magne, L. & Lagrée, O., 2001, e-management, comment les nouvelles technologies transforment le rôle du manager, Dunod, 2001, p.116.

career success. The results have important implications for policies on human resource management.

**14. Adelina Milanova & Pavlinka Naydenova**, Académie des Sciences, *Managing the Corporate Human Capital – Social Anthropological Determination and Specific Motivational Techniques*

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The theoretical and empirical studies of the authors show a considerable difficulty in adopting and enforcing new business practice trend in Bulgaria. Motivational techniques, applied in corporate environment in the country, are rather a practical extrapolation of theoretical postulates, without an opportunity for their optimization, due to the inadequate level of business maturity. It means that ignoring the cultural component in identifying and promoting the image of the business unit, is thoughtlessness and archaism.

The relationship between organizational cultural dimensions and motivational techniques, understood as essential prerequisites for effective corporate governance, could be defined as “specifically” reciprocal.

Organizationally, the cultural model relates to the specific behaviors that are the foundation on which to build the company strategy. Principally, nowadays possibilities for synchronize the human capital management with changes in business environment are limited. The reason could be found in the rigidity of the conservative managerial style, imported from the national cultural matrix.

**15. Cheikh Oumar Balde**, Université Assane Seck de Ziguinchor, *La RSE et son apport dans la société : le cas du Sénégal*

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Durant cette dernière décennie la responsabilité sociétale de l'entreprise (RSE) est au cœur du dispositif de gestion des grandes entreprises dans les pays occidentaux. Plusieurs de ces entreprises vont au-delà de la simple vision de maximisation du profit en inscrivant leur action dans le cadre d'une économie responsable qui se réfère à la recherche d'une croissance socialement équitable, économiquement viable et écologiquement soutenable dans lequel s'inscrit la RSE. Vu que la RSE est une convention entre parties prenantes, cet article cherche à exposer particulièrement, les enjeux de son intégration dans les entreprises sénégalaises et ses effets dans la société.

**16. Katia Vladimirova**, University for National and World Economy, *Management of the Different Human Resource: New Challenges and Perspective*

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The subject of different persons is related to the social dimension of sustainable development, social inclusion, social security, social cohesion, social responsibility but also unused opportunities, economic inactivity, social isolation, poverty, segregation and legislative insecurity.

The changes that follow after globalization, oil shocks, huge competition and restructuring of economy, combined with demographic trends have aggravated more than ever the issue of employment.

Demographic trends in the past decades lead to growing share of older and large decrease of young population. In most countries there is visible aging of population. The number of higher education graduates is dropping, population mobility is growing. Enterprises, especially in Bulgaria, are facing new challenges, as they have low general and labour market competitiveness. More and more Bulgarian companies are facing the question where and how to the workforce they need. Choice depends on: labour cost; convergence between working conditions and applicants' abilities; more investments for personnel development, etc. Management should develop towards involvement and utilization of a different type of workforce, including different groups (older workers, pensioners, mothers of young children, persons with disability, persons with low education and low qualification, persons belonging to the most disadvantaged groups in the labour market, including and some ethnic minority groups, combined with the effort to attract, integrate and keep immigrants. Each of those opportunities requires a certain strategy and respective policies. It changes the company and personnel management; often require transition to smaller enterprises.

The diversification of workforce is growing. Until now, little attention was paid to that trend in personnel nature. It is becoming more and more usual in countries and companies, to have managers from different ethnic minority groups, immigrants, women, etc. The drop of school graduates requires also introduction of more flexible work schedules allowing the involvement of women with small children, and more opportunities for part-time employment for pensioners and other groups. Those trends shape the movement of personnel require larger management flexibility and organizational culture.

The contemporary economic development concepts and policies for increase of employment, social security, persons', organizations' and communities' wellbeing depends on our ability to create conditions for utilizing the potential of each person and for its efficient merging with the potential of everyone else.

The UN concept on sustainable economic, social and environmental development gives key priority to the equal of each person to resources and productive employment, education and gender equality.

**17. Violeta Goleshevska**, Technical University of Sofia, *Conceptual Framework For Agility Evaluation Of Managerial Innovations*

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Dramatic changes in the business environment are leading organizations to quickly adopt towards new agile manufacturing models. The business context



moves away from the traditional mass production paradigm and focuses on manufacturing highly customized products demanded from the consumers. In order to thrive in this turbulent environment companies are increasingly focused on their core competences, building strategic coalitions with corresponding partners to satisfy the overall needs of a personalized project. The agility is main instrument to cope with the increasing uncertainty and competition in the market place. In this paper, we present an initial approach to contemporary agile organizations - essential for further case studies in Bulgarian organizational structures.

The aim of the paper is to propose a conceptual framework for agility evaluation of managerial innovations. We claim that the technological transfer is extremely important for intensifying the agility, competitiveness and business results for innovation management of modern organizational structures. The necessities for high level of agility set correspondingly elevated requirements for the adaptability of the separate units in the value chain. Thus an agile organization conceptual model has been drawn up. It evaluates the capacity of the enterprise to absorb new technologies and to respond to the rapidly changes in customer demands.

A model of a performance measurement system for evaluation of the agile elasticity of the managerial innovations in the enterprises is proposed as a meaningful quantitative metric system for the measurement of agility at the project or departmental level. The measurement framework comprises of three groups of metrics: agility of the products' design, agility of the business system of the organization, agility of the business processes in the organization. An algorithm for conducting the evaluations has been developed.

**18. Annie Bartoli & Christelle Perrin**, LAREQUOI, ISM, *La gestion des organisations sociales et solidaires comme source d'innovation managériale dans le secteur public*

Dans les organisations non marchandes, la recherche du profit est tantôt considérée comme inappropriée, tantôt présentée comme un moyen pour réaliser un projet, mais elle ne saurait être envisagée comme une fin en soi. En nous appuyant sur le cas de deux organisations de l'économie sociale et solidaire (ESS), nous présentons certaines spécificités managériales de l'ESS et les interrogeons en tant que sources possibles de réflexion pour les organisations publiques, lesquelles sont confrontées aujourd'hui à un contexte de plus en plus exigeant.

**19. Martial Kadji**, Laboratoire Larequoi de l'ISM, *Innovation (renouvellement) de la gouvernance et durabilité des Business Models des projets collaboratifs Open Source: quelles nouvelles pratiques ? Quel rôle pour les pouvoirs publics et des acteurs institutionnels ?*

Les logiciels libres sont des logiciels conçus avec des codes disponibles, modifiables et distribuables par tout utilisateur. Ils répondent, non à une idée de logiciels

gratuits, mais plutôt à celle de logiciels ouverts (Raymond, 2001 ; Muselli, 2004; Dahlander et al. 2008). Ce type de projet collaboratif se développe le plus souvent au sein de structure communautaire. Ces structures ont pour principal but d'assurer la gouvernance et de garantir le respect des libertés. Les évolutions récentes des projets open sources tirailés entre la vision idéologique (libertaire) et l'optique économique (Afuah et Tucci, 2001 ; Alt et Zimmermann, 2001), entraînent certaines stratégies nouvelles d'appropriations et de « détournements » (Belketoum, 2011). En nous appuyant sur trois études cas, nous utiliserons dans le cadre de cet article le secteur Open source comme terrain d'analyse de l'innovation managériale (Hamel, 2006 ; Leroy, 2013) en matière de gouvernance. Notamment du rôle des pouvoirs public et institutionnel comme vecteur de « normes », de standards et de pratiques susceptibles de pérenniser ce type de création ouverte de la valeur (Dinkelacker et al, 2000) au sein duquel les droits de propriétés intellectuels (DPI) sont proscrits.

**20. Kaloyan Haralampiev & Milka Semova**, Université de Sofia, *Alumni Relations as Innovative Managerial Approach in Bulgarian Education Sector*

Alumni Relation Offices are constituency-based non-profit organizations. Their mission to support the mission of Alma Mater, makes them stakeholders in the quality of education offered. While until recently we optimized the managerial and production processes of the distinct organization, today we talk about optimization of network participation. Formally or not, the participation in network makes it easier to access resources and reliable conventions, creates opportunities for innovation, adds value to every distinct participant with its brand.

Bulgarian Universities will accept 73,000 bachelor students in 2014 and the ratio between public and private ones is 80 to 20%. Over 2,000 are the places for PhD students, again the largest portion being open in the public schools (83%) vs. private (17%) vs. scientific institutes (0,03%). This gives the public Universities about 80% of the "alumni" market in Bulgaria. We will review the stage of its development in the current paper.

Activities of Alumni Relation Offices with decadal history such as those in Great Britain and USA, are followed by national statistics are measured by three main indicators: (1) Percentage of alumni (of the whole alumni body), which remain members of the Alumni club; (2) Percentage of members of the Alumni club, which donate money, time and expertise in favor of the their Alma Mater; (3) Percentage of raised by the Alumni club funds compared to the whole budget of the University.

Alumni Relation Offices have direct and indirect influence on the rating of the University and the national competitiveness. In reference to this, the achieve-

ments of alumni offices should be reviewed in a long-term strategic national and University-specific framework.

**21. Diène Ousseynou Diouf**, Université de Ziguinchor, *Le rôle de l'université face au développement durable, une approche exploratoire*

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Avec le contexte de globalisation, de développement des coopérations internationales et de développement durable, la Responsabilité Sociétale occupe de plus en plus de place.

Cependant, dans les institutions d'enseignement supérieur, qui contribuent indéniablement à la formation, de recherche et de service à la société, la problématique de la responsabilité sociale et environnementale reste très peu explorée. A partir de ce constat, cette recherche se donne pour objectif d'identifier les pratiques liées au développement durable en générale dans les institutions universitaires selon une approche exploratoire. L'étude de cas de l'université de

Ziguinchor avec ses partenariats, a permis de mettre en évidence deux principales conclusions : le dispositif de RSE pris en charge normalement par l'enseignement supérieur, est une aide au développement et aux changements des comportements; de plus, les attentes observées dans les pratiques de partenariats et collaborations avec la collectivité sont attribuables au degré d'intégration du développement durable. À travers cet article, nous montrons la difficulté d'appréhender la responsabilité sociétale des universités ; mais, ce travail débouche aussi sur une illustration de modèles d'actions locales qui peuvent faire l'objet d'une généralisation.

**22. Thierry Côme & Gilles Rouet**, URCA, LAREQUOI, *L'insertion des docteurs en entreprises : une innovation managériale*.

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Depuis plus d'une vingtaine d'années, le nombre de doctorats délivrés dans les pays de l'OCDE augmente régulièrement, mais l'insertion professionnelle de leurs titulaires reste problématique. La contribution présente cette situation, en France principalement, et envisage des perspectives d'amélioration. Il ne s'agit pas seulement de mettre en place des instruments permettant l'évolution des relations entre entreprises et établissements d'enseignement supérieur ou bien de réformes structurelles et politiques, par exemple sur le statut des doctorants ou bien l'intégration d'éléments professionnels dans leurs formations, mais aussi de réaliser une implantation stratégique d'innovations managériales permettant une embauche accrue des titulaires de doctorats au sein d'entreprises prenant en compte activement leur responsabilité sociale dans le contexte de l'économie de la connaissance.

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