

Fabienne PEREZ

Assistant Professor - *Maître de conférences* in Management Sciences
Human Resources & Organizational Behavior

Toulouse School of Management, Université Toulouse Capitole, CNRS

CEFAG Participant - 2019

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EDUCATION

2022	Qualification Maître de Conférences - CNU section 6 - 22206351059
2017- 2021 Aix-en-Provence France	PhD in Management Sciences - Specialization: Human Resources Aix-Marseille Graduate School of Management (AMGSM-IAE), Aix-Marseille Université - CERGAM Funding: AMU doctoral contract (3 years) then ATER (until the end of 08/2022) <u>Thesis defended on December 8th 2021: <i>The impact of artificial intelligence on work and the individuals adaptation: contributions of job crafting</i></u> (further details page 8) <u>Supervisor</u> : Olivier Roques, Associate Professor & Senior Lecturer HDR <u>Awarded “Prix de Thèse AGRH-Didier Retour 2022”</u>
2016-2017 Aix-en-Provence, France	Research Master in Management Sciences Specialization: Human Resources Class valedictorian Aix-Marseille Graduate School of Management (AMGSM-IAE), Aix-Marseille Université <u>Thesis subject: <i>The imbalance of the employment relationship: A comparative approach to the models of Psychological Contract and Effort-Reward Imbalance</i></u> <u>Supervisor</u> : Olivier Roques, Associate Professor & Senior Lecturer HDR
2004-2005 Aix-en-Provence, France	Master in Human Resources & DU Relationship Management Class valedictorian Aix-Marseille Graduate School of Management (AMGSM-IAE), Aix-Marseille Université
2001-2003 Marseille, France	Master's degree in Economic and Social Administration (HR specialization) Faculty of Economics and Management - Continuing education Aix-Marseille Graduate School of Management (AMGSM-IAE), Aix-Marseille Université
1995-1996 Marseille, France	Bachelor in Commercial Action (BTS)- Lycée Périer Marseille

TEACHING EXPERIENCE

Academic positions	Teaching experience since 2005, first as a temporary employee, then as a contractual doctoral student, ATER and Maître de Conférences (cf. Synthesis table below)
Since 09/2022	Maître de Conférences en Sciences de Gestion – Human Resources & Organizational Behavior - Toulouse School of Management, Université Toulouse Capitole, CNRS
2020-2022	Teaching & Research Assistant (Aix-Marseille Université) – ATER Management Science – Faculty of Economics and Management- CERGAM Lecturer at Bachelor, Master and continuing education levels.
2017- 2020	Lecturer - IUT Aix-en-Provence GEA-RH Lecturer at Bachelor level.
2016-2018 / 2005-2010	Lecturer – Faculty of Economics and Management & IAE Aix (Aix-Marseille Université) Lecturer and substitute lecturer at Bachelor, Master and continuing education levels.

TEACHING METHODS

Teaching Experience	Functions: - Coordinator for lectures and tutorials, thesis supervision, exam monitoring & jury member selection for student project defenses Exams: (mid-terms & continuous assessments) - Preparation, supervision, and correction of exams
Classes & degrees	Classes: 10 to 80 students; several curriculums. Degrees: - From undergraduate to graduate levels 2nd year associate degree (IUT AIX) Bachelor & Master degrees (Faculty of Economics & Management; IAE Aix; TSM)
Courses structure	- Theoretical content (book and article references), real-world case studies - Simulations – Role playing – Flipped room - Adaptation of online content with virtual rooms and games, use of interactive platforms: Wooclap, Kahoot.

COLLECTIVE RESPONSABILITIES

2020-2023	Supervision of students in the preparation of a thesis - L3 AES SSP, M1 et M2 GRH, Aix-Marseille Université - M1 TSM
2017-2022	Participation to different juries, teachers and department councils Faculté d'Économie et de Gestion, et UT, Aix-Marseille Université
2016-2018	Recruitment and selection of students Files selections for future students (170 files/ year) on Parcoursup (IUT) Recruitment interviews – students in Master RH (IAE) Coaching to help students internship's research (IAE)
2017-2020	Elected Member of Aix-Marseille Graduate School of Management (AMGSM-IAE) Administrative Council Student college

Synthesis table: Academic work experiences

Period and position	Degree	Course titles	Number of hours
Since 09/2022 Assistant Professor in Management (Maître de Conférences en Sciences de Gestion) – Human Resources and Organizational Behavior Toulouse School of Management, Toulouse Capitole University, CNRS	M2 Management International	International Human Resources Management	15h CM English program
	M2 IHRM	Organizational Change Management	14h CM English program
	M2 IHRM	AI Impacts and Ethics	10.5h CM English program
	M2 IHRM	Organizational Digital Development	10,5h CM English program
	M2 IHRM	Recruitment and career	7h CM English program
	M2 RH	Organizational Change Management	10.5h CM
	M2 DMSE	Compensation and Payroll	15h CM
	M1 CCA/CGAO	Human Resources Management	12h CM
	M1 - Supervision of 23 students in the preparation of a thesis		
2020-2022 Research and Teaching Assistant (ATER) Faculty of Economics & Management, Aix-Marseille University	Bachelor - L3 GE	HR techniques	24h TD
	Bachelor - L3 MIASHS	HRM in international contexts & France	12h TD
	Bachelor - L3 AES SSP	Digital and Artificial Intelligence challenges for management	12h CM
	Bachelor	Research methodologies Supervision of the projects of 20 students. Topics: Digital and Work, New technologies and new ways of working	24h TD
	M1 GRH	HRM and International HRM	21h CM/ 7h TD
	M2 GRH Talents	Diversity management	12h CM
	M2 GRH Talents	HR case studies	9h CM
	M2 GRH Continuing education students	Compensation management International and intercultural management	21h CM (2 promos)
	M2 GRH Continuing education students	Assessment, careers and talent management for international business	14h CM
	M2 GRH Continuing education students	Supervision of students in the preparation of a thesis	
2017-2020 Lecturer <i>Chargée de mission d'enseignement (CME)</i> IUT Aix-en-Provence GEA -RH	2 nd year DUT GEA RH	Payroll Management	32h CM/TD
	2 nd year DUT GEA RH	Compensation and Payroll	32h CM/TD
	Participation in teachers' board and department councils		
	Selection of future students (170 files / year) on Parcoursup		
2008-2009 And 2016-2018 Lecturer Aix-Marseille Graduate School of Management (AMGSM-IAE)	Master 1 General Management (2008-2009)	HR Management, Recruitment and Performance Management, Compensation Management Training Plan Implementation	24h CM
	Master 1 (2016-2018)	Management and CSR (Diversity and Intercultural Management)	24h CM
	Performed recruitment interviews of HR Master's candidates Provided support for Master HR students in search of internship		
2005-2009 Lecturer Faculty of Economics & Management, Aix-Marseille University	Bachelor (3 rd year) AES RH Continuing education students	HR Management, Recruitment and Performance Management, Compensation Management	12h TD
	Master I AES RH Continuing education students	Training Plan Implementation, HR-IS Project Management	6h TD
	Master I AES RH Continuing education students	Supervision of students in the preparation of a thesis	

RESEARCH ACTIVITIES

ARTICLES

Perez, F., Conway, N. & Roques, O. (2022). *The Autonomy Tussle: AI Technology and Employee Job Crafting Responses*. **Relations industrielles / Industrial Relations**, 77(3). <https://doi.org/10.7202/1094209ar> (FNEGE 2, HCERES B)

Peterson, J., Tahssain-Gay, L., Salvétat, D., Perez, F. and Hennekam, S. (2022), *How managers approach data analytics: a typology through a Resource Orchestration perspective*, **Management Decision**, Vol. ahead-of-print. No. ahead-of-print. <https://doi.org/10.1108/MD-03-2022-0316> (FNEGE 3, HCERES B)

CHAPITRES D'OUVRAGE

Perez, F. et Pinzon J.D. (2022). *L'identité professionnelle à l'épreuve de l'IA : réflexions autour des effets perçus de l'IA par les radiologues d'un hôpital public*. Dans l'ouvrage « *Intelligence artificielle, algorithmes et monde public* ». Éditions Berger-Levrault

Aubert-Hassouni C., Perez F., Renou S., Vales M. (2023). *Un programme doctoral hors-les-murs : le cas du CEFAG*. In Cloarec J., Senn J., Grandazzi A. *L'expérience de la thèse en management*. Éditions EMS

CONFERENCE PAPERS

Perez, F., Conway, N. & Roques, O. (2021). *The autonomy tussle: Learning algorithms as a shaper of autonomy and meaning at work, and employee job crafting responses*. **Symposium EURAM** 16-18 June 2021, Montréal (online)

Perez, F. & Roques, O. (2020). *Redefining professions facing Artificial Intelligence: the case of Radiologists*. **31st Congress of the AGRH**, Tours – March 3-5, 2021 (online)

Perez, F. & Roques, O. (2019). *Artificial intelligence and coping strategies: studying the cases of radiology and bank*. **30th Congress of the AGRH**, Bordeaux – November 13-15, 2019

WORKSHOPS

Perez F. & Pinzon J.D. (2022). *Ethical issues in the implementation of artificial intelligence: the case of radiology*. **Second edition of the ethics research days "Interdisciplinary views of a humanist ethics: the human being at the centre of management"**. ESSCA Aix-en-Provence, April 6 – 8, 2022

Perez F. (2021). *Artificial intelligence at work: an exploratory approach through job crafting*. **Doctoriades de l'UTLN**. 10^{ème} journée de la jeune recherche de l'Université de Toulon – October 14, 2021

Perez, F. & Roques, O. (2019). *Exploring the coping strategies to face the integration of Artificial Intelligence at work: the case of bank and radiology*. **Workshop on Research Advances in Organizational Behavior and Human Resources Management PSL**, Paris Dauphine University, DRM - Management & Organisation - May 21 & 22, 2019

Perez, F. (2018). *Presentation of the thesis project: Impact of artificial intelligence on work: an approach in terms of adaptation and manifestations of stress at work*. **IAE PARIS Doctoral Seminar** - March 15- 16, 2018

Perez, F. (2018). *Impact of artificial intelligence on work: an approach in terms of adaptation. The contribution of resources and sensemaking* - **Doctoral Workshop 29th Congress of the AGRH** – October 29-31, 2018

Perez, F. (2018). *Presentation of the progress of research* – **Seminar Digital and Work LEST CNRS** - October 19, 2018

ADMINISTRATIVE ACTIVITIES & COLLECTIVE RESPONSABILITIES

2022	Organization of Neil Conway's visiting tour - Royal Holloway University of London au CERGAM – June 2022
2021 to present	Project officer “Les ateliers de Thésée » (CEFAG Program) Member of the CEFAG alumni association board. Responsible for organization of event and meetings for the network : • Organization of the workshop, April 11, 2022, at the Aix-Marseille Graduate School of Management (AMGSM-IAE) on the theme of AI in Management Sciences
2019	Visiting researcher at the Royal Holloway University of London, Department of Management – October 3rd to November 3rd 2019 Performed research under the supervision of Neil Conway, Professor of Organisational Behaviour and Human Resource Management
2019 to present	Review for conferences papers (AIM, AGRH)
2019 – 2020	Participant – CEFAG 2019 Doctoral program (organized by FNEGE) – 3 seminars
2018 to 2020	CERGAM Research Letter Member of the editorial committee Performed review of Calls for Contributions from congresses in the HR discipline Writing new articles and performed final review before publication
2018 to 2020	Participation in LEST / CNRS Digital and Work Seminars
2017 to present	Elected Member of Aix-Marseille Graduate School of Management (AMGSM-IAE) Student college
2017 to 2021	Organization of research workshops for the HR specialization Preparation of sessions Organization of workshops and invitation of members and speakers
2017	26th Congress of the AGRH – Aix-en-Provence, October 2017 Participation in the organization of the congress Coordination of 30 doctoral students in support of the event

VALORISATION OF RESEARCH

2022	Participation in the 37th national session of the INTEFP (Institut National du Travail de l'Emploi et de la Formation) January 18, 2022: "Study of AI use cases in a bank: analysis of employee behavior and organizational issues".
2019-2020	CERF (Collège des Enseignants de Radiologie de France) Contribution to a Working Group on the impact of AI on the patient pathway and the radiologist. Currently developing a research project for the SFR (Société Française de Radiologie)
2019	24th Days of Fœtal Medicine- Palais du Pharo Marseille, April 4-6, 2019 Facilitation of a session: MÉDECINE FOETALE, SOCIÉTÉ, DEMAIN. Theme: artificial intelligence and fetal medicine
2019	Participation in two roundtables for GREAT PLACE TO WORK, April 2, 2019 in Paris (AI & Future at Work) and May 23, 2019 in Marseille (Quality of work life, a sustainable competitive advantage for companies in PACA)

PROFESSIONAL EXPERIENCE

2009-2016	Human Resources Manager - LAFARGE HOLCIM - Building Materials - Aix-en-Provence, France Operational management of human resources for a workforce of 1700 people in a multi-site industrial context. Included Languedoc-Roussillon and Provence sectors with international teams (45 sites)
2008	Human Resources Consultant - MENWAY - HR Consulting Aix-en-Provence, France - Research, recruitment and selection of candidates - Follow-up on integration of candidates within companies - Development of corporate relationships with potential clients - Evaluation of candidates through reasoning and personality tests (SOSIE, R85, R2000)
2006-2007	Head of Recruitment and School Relations - CNIM - Metallurgy La Seyne-sur-Mer, France - Management of the entire recruitment and selection process, from the needs auditing to employment contract signatures in France and abroad - Administrative management of employee hiring and follow-up of the integration-training
2005-2006	Recruitment / HR Manager - INGENICA Group - Engineering Paris, France - Establishment and management of recruitment activities within nine corporate entities - Administrative Management of Personnel - Launch of intensive workforce planning project followed by implementation of HRIS
1998-2005	Recruitment and Mobility Officer - RTM (Marseille Transport Authority) - Urban Transport Marseille, France - Organization of union information and recruitment sessions, mobility and follow-up of employee integration After-Sales Service Manager - Information Space (2001) - Facilitation of workshops and training of a 10-member team - Management of service files Station Manager - Metro (1998-2000)

COMPETENCES

Languages	French: mother tongue English: fluent (850 to TOEIC in 2016) Spanish: fluent
Informatics	Data Analysis Software: NVivo, Iramuteq, SPSS, AMOS, VosViewer

OTHER PROFESSIONAL ACTIVITIES

2014 to date	Member of the ANDRH (National Association of HRM) - Provence Group: network of human resources professionals. - Participation in the various events of the association - Regular contact between students and members of the association, HR managers or HRMs.
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PhD THESIS INFORMATION

Supervisory committee	Associate Professor Olivier ROQUES (Thesis Supervisor) Pr. Emmanuel ABORD DE CHATILLON (Jury Referee) Alain LACROUX (Jury Referee) Pr. Marc VALAX (Jury President) Pr. Nathalie RICHEBÉ (Jury Subordinate) Pr. Jean-Paul BEREGLI (Jury Subordinate)
Title	<i>The impact of artificial intelligence on work and the individuals adaptation: contributions of job crafting</i>
Summary	The development of artificial intelligence (AI) and its techniques (Machine learning and Deep learning) involves deep reflection on changes in work. Anchored in HRM and organizational behavior, this thesis explores how individuals redefine their position and themselves at work in the face of AI. We examine the responses to these changes through job crafting behaviors (Wrzesniewski & Dutton, 2001; Tims & Bakker, 2010), identity work (Caza et al., 2018), and coping mechanisms (Lazarus & Folkman, 1984, Schwarzer & Knoll, 2003). We offer a comprehensive approach combining several qualitative methods (interviews, observations and documentary study) within two fields: (1) A bank is studied primarily at the individual and organizational level with managers; and (2) the field of radiology offers additional in-depth and multi-level analyses (individuals, organization, profession). Our results reveal three categories of job crafting: approach, avoidance, and an emerging category of identity crafting, in which actors develop strategies aimed at repositioning and redefining their identity with regards to AI. We underline the importance of intervention strategies at the organizational and professional levels that serve as resources promoting a change in representations and behaviors. From these results, we propose a typology of individual job crafting behaviors. We contribute to a better understanding of AI and its implications for individuals at work. Our model encourages the use of proactive approaches to job design for individuals, organizations and professional branches. This enables preservation and repositioning strategies of one's identity and meaning at work.
Keywords	job crafting, work design, coping, artificial intelligence, machine learning