

# NEOMA

BUSINESS SCHOOL

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2015-2017

## Research Top Priorities



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EMPOWERING MANAGEMENT

2015-2017

# RESEARCH Top Priorities

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Our current environment is changing extremely fast. Only three of the world's ten leading companies in 2000 were still on that list now. Today, these continual changes are opportunities for strategic, organisational and human development as much as they are a silent threat. In such an environment, characterised by permanent innovation, we have to make sure we understand situations before our competitors, move faster, innovate, and experiment. In other words, we have to be proactive. This requires adaptive leadership to promote continual transformations throughout the organisation, and sometimes even its value chain and ecosystem.

NEOMA Business School will continue to develop “challenge driven” research, rigorous and relevant for today's organisations and companies facing increasingly uncertain, complex circumstances (saturated markets, the constraints of permanent innovation, unprecedented development of technological possibilities, complex economic and financial phenomena, difficulty in apprehending strategic alternatives, etc.).

**The aim of “Top Research Priorities” 2015-2017 is to prioritise the resources dedicated to research on the basis of the following strategic objective:**

**« Contribute to organisational development through proactive leadership in a competitive environment in permanent transformation »**



This priority is divided into three key priorities in the development of proactive, value-creating strategies :

- 1 The ability to anticipate profound, rapid transformations in the competitive environment (Priority 1)**
- 2 A strategy of proactive flexibility, to support permanent organisational development (Priority 2)**
- 3 A form of committed leadership that promotes proactive changes (Priority 3)**

Our responsibility as an international management school is to help our stakeholders understand the complexity of today's challenges, and to transform them into opportunities for development. As such, these research priorities will enable us to help our stakeholders anticipate ruptures and silent revolutions, and better identify the levers and brakes linked to the whole organisation's strategic ability to be proactive.

It is important to stress that priority does not mean exclusivity. NEOMA BS is a general management school, recognised in every management discipline and strongly rooted in both regional and national traditions. NEOMA BS will continue to invest in research that pushes the limits of practice in all management disciplines, and also in the context of our regional roots. The research priorities will nonetheless enable us to reinforce our contribution to the fields of organisational development and leadership in line with our strategy.

# Research Priority 1

## Reveal possible ways to be proactive in an uncertain, complex world in permanent transformation

Leadership is linked to the ability to “show the way” or “reveal possible routes.” In a complex, uncertain context, in which changes are rapid and require organisations to react continually to develop and create their own promising markets, it will be necessary to understand, particularly through economic forecasting, the major evolutions, mutations, silent revolutions, and ruptures that create shockwaves both locally and internationally. It will also be necessary to understand how these upheavals introduce areas of tension and impact the social environment as a whole (e.g., society, modes of consumption, markets, legislation, taxation, and the economy).

### Some examples of research questions...

- How are today’s major upheavals transforming growth models, competitive ecosystems and value chains?
- How are new technologies revolutionising consumption modes? How can these technologies contribute to forecast evolutions in competitive environments?
- In an increasingly uncertain, complex context, what are the major transformations and innovations in the different management disciplines?
- What tools and methods make it possible to rethink anticipation, forecasting, data analysis, risk management, and decision making in an uncertain, complex, ever-changing world?
- What is the impact of emotion and other, so called “irrational” factors in decision making and how do they influence market trends?
- Do new models of strategic management exist? How can we rethink competitive advantage in permanently evolving competitive environments?
- What forms of governance favour the development of new strategies for the survival and growth of organisations within environments in constant upheaval?

# Research Priority 2

## Go beyond prevailing organisational models and assist with transformations that develop proactive organisations

In a changing, uncertain, complex context, the organisations that survive will be those that demonstrate high levels of the proactive capacity to identify and implement rapid strategic changes. These organisations will be capable of developing in promising new markets – or even create their own markets – and of leveraging new competitive advantages. Nonetheless, these permanent transformations will not be without consequences for organisations and the people who comprise them. It is essential to foresee the internal human difficulties that will result from these changes and manage them. At the same time, an organisation's strategic ability to be proactive and manage “turbulence” will require new organisational and management models.

### Some examples of research questions...

- What are the consequences of current organisational transformations, and how can they be managed? What brakes and levers exist, and what are the new methods of strategic change management?
- What are the challenges, key success factors, and effects of proactive change management?
- How can permanent innovation be encouraged with regard to markets and customers?
- How can the supply chain be transformed and adapted to make it an asset in adapting organisations to rapid change? How can the product range be reorganised rapidly when sourcing is from a great distance?
- What are the consequences of permanent organisational transformations on performance management methods?
- What capital structures and methods of organising company financing will make rapid, proactive action possible in the face of permanently changing markets?
- In a situation of short-term competitive advantage, what strategic approaches will contribute the most to value creation?

# Research Priority 3

## Develop shared leadership that promotes the development of permanently changing organisations

Developing the strategic capacity of organisations and individuals to be proactive and navigate through “turbulence” requires in-depth reflection on the development of human capital and leadership within organisations. The ability to grow in a multicultural world, to foresee developments and manage teams, to change and to promote change; these are some of the qualities that will make the difference for tomorrow’s employees, managers and entrepreneurs. Already we need to understand the components of this new style of leadership, more appropriate for a context of permanent change. We also need to understand how this leadership will be embodied in new models of team management and career trajectories, and what their impact will be on training and skills development policies. At the same time, the development of these skills and knowledge will require in-depth reflection about new learning methods, in order to prepare the entire workforce to engage in a shared leadership model.

### Some examples of research questions...

- In increasingly uncertain, complex contexts, which leadership methods contribute the most to organisational development?
- How do different approaches to leadership support and interact with current innovations in organisational and managerial models?
- Is empowering management really possible?
- What are the most appropriate learning methods for these new forms of shared leadership?
- How can information processing and the potential biases inherent in decision-making impact decision quality and commitment in a shared leadership model?
- How can decision-making processes positively influence quality in the context of rapid change?
- How do persuasion and negotiation processes change in the context of shared leadership ?