



## **Emmanuel ZENOU (Dr.)**

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### **ASSOCIATE PROFESSOR**

**DEPARTMENT: FINANCE, ACCOUNTING AND LAW**

**DISCIPLINARY TEAM: FINANCE GOVERNANCE**

**RESEARCH AXIS: FINANCE-GOVERNANCE-CSR**

## **EDUCATION AND DEGREES**

- 1995 EM Lyon Master en Management, spécialisation Finance
- 1998 Master recherche en Sciences de gestion
- 2004 Doctorat en Sciences de Gestion

## **WORK EXPERIENCE**

### **PROFESSIONAL EXPERIENCE**

- 1995 - 1997 General Inspection Department (LYONNAISE DE BANQUE, CIC Group)
- 1994 Financial Analyst (Banque Française du Commerce Extérieur (BFCE, today part of Natixis Group))
- 2007 - ... Professor of Finance and Governance (Burgundy School of Business)
- 2002 - 2007 Associate Professor of Finance (AUDENCIA)
- 1998 - 2002 Assistant Professor of Finance (EM Lyon)
- 2000 Responsible for the Financial Management course (University Louis Lumière)

### **EXECUTIVE EDUCATION TEACHING**

- 2008 - ... Executive Education Programmes, in Executive MBA, Open -enrollment programmes (Burgundy School of Business)

### **OTHERS ACTIVITIES**

- 2008 - ... company specific programmes, for Corporate Finance and Corporate Governance courses
- 2018 Visiting Professor (Hertfordshire University)
- 2017 Visiting Professor (Nottingham Trent University)
- 2006 - 2012 Visiting professor (ESA (Group ESCP-EAP))
- 2012 Visiting professor (TEC Monterrey)
- 2007 - 2010 Vice-Dean, in charge of the coordination and setting of the Strategic Plan (Burgundy School of Business)

- 2007 - 2010 Responsible for strategic academic accreditations of the school (Burgundy School of Business)
- 2007 - 2010 Associate Dean for Academic Affairs (Burgundy School of Business)
- 2005 - 2007 Vice-Dean for Academic Affairs (AUDENCIA)
- 2005 - 2007 Member of Accreditations Boards, in charge of AACSB Accreditation (AUDENCIA)

## TEACHING

### DISCIPLINARY TEAM

- Finance Governance

### TEACHING LEVELS

- L and M Level

### TEACHING LANGUAGES

- English
- French

## SCIENTIFIC ACTIVITIES

### RESEARCH FOCUS

- Finance-Governance-CSR

### RESEARCH INTERESTS

- Governance & Organizations (Gouvernance d'entreprise): Boards of Directors
- Governance & Organizations (Gouvernance d'entreprise): Cooperatives

### PARTICIPATION TO THE ACTIVITIES OF ACADEMIC JOURNALS

#### Reviewing of articles

- European Journal of International Management
- Reviewer for the European Review of Applied Psychology
- Reviewer for the 'Finance Contrôle Stratégie' Journal
- Reviewer for the 'Innovations' journal
- Reviewer for Journal of Small Business Management
- Reviewer for the 'Sustainability' Journal
- Reviewer for the International Journal of Human Resources Management
- Management International

## **PARTICIPATION TO THE ACTIVITIES OF ACADEMIC ASSOCIATIONS OR NETWORK**

### **Affiliation to international or national associations**

- AAIG (Association Académique Internationale de Gouvernance)
- Member of EIASM (European Institute for Advanced Studies in Management)
- Member of the IFA Research Club (Institut de Formation des Administrateurs)
- Member and Reviewer for the European Academy of Management (EURAM)
- Member and Reviewer of the Conférence Internationale de Gouvernance (CIG)
- Participation to IFGE research lab (EM Lyon)
- 2013 - 2014 Participation to “women on boards” research seminar (chaired by Prof. Morten HUSE, BI, Oslo)

### **Coordination or participation of a conference organisation**

- 2014 Governance International Conference

## **ORGANISATION OF INTERNAL WORKSHOP OR RESEARCH EVENTS**

- Organization of a specific topic (CEREN) of the “Responsibility of the Researcher”
- 2013 Organization of Research seminar CEREN for presentation of research results

## **AWARD DISTINCTIONS**

- 2020 Research Paper Award : "Most Inspirational Paper AWARD" at EURAM Conference
- 2020
- 2016 Meilleur Article Académique au 13ème Corporate Governance Workshop de l'EIASM
- 2014 Best Paper Award, at EIASM 11th Corporate Governance Workshop
- 2013 Best Paper Award, at EIASM 10th Governance Workshop
- 2012 Best Paper Award, at EIASM 9th Governance Workshop
- 2006 Finalist for the Best Phd in Corporate Governance prize 2004/2005 (Prix de la Recherche IFA)
- 2005 Best Academic Paper Prize, in the IVème Colloquium of French Entrepreneurship Academy

## **OTHER**

- 2013 - ... Participation to “women on boards” research seminar (chaired by Prof. Morten HUSE, BI, Oslo)
- 2012 Organization of a conference on the topic of “female directors”
- 2001 - 2011 Participation to EIASM / EDEN Social Network Analysis Seminar

## **INVOLVEMENT IN SCHOOL'S ACTIVITIES**

- Research activity within the framework of a CEREN led project or in collaboration with a permanent BSB faculty member

- Development of e-learning modules
- Organisation / participation in company events (career day, company forum)
- Participation in / presentation during a research seminar organised at BSB
- Participation in one or more programme committees
- Participation in one or more scientific committees
- Participation in one or more admissions boards (Chairperson of the Board or company representative during individual interviews, language tests or correction of examination papers)
- Participation in the Assurance of Learning AoL process to assess student competencies
- Participation in academic meetings
- Participation in meetings organised within a teaching department
- Responsibility for modules
- Internship/apprenticeship follow-up
- Supervision of professional theses
- Other activities

## INTELLECTUAL CONTRIBUTIONS

### Articles in peer refereed journals

Stef, N., Zenou, E., Management-to-staff ratio and a firm's exit. *Journal of Business Research*, 2021, 125: 252-260. **CNRS 2, FNEGE 2, HCERES A**

Zenou, E., Allemand, I., Brullebaut, B., Louis, A.S., Pourchet, A., Comment expliquer l'engagement des sociétaires ? Une étude auprès des sociétaires d'une grande banque coopérative française . *Revue française de gouvernance d'entreprise*, 2021. **FNEGE 4, HCERES C (forthcoming)**

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Board Recruitment as a Strategic Answer: Do Companies' Strategies for Innovation Influence the Selection of New Board Members?. *Strategic Change*, 2020, 29,(1): 127-139. **CNRS 4, HCERES C**

Allemand, I., Brullebaut, B., Galia, F., Zenou, E., Which board members when you innovate? Board selection as a strategic change for innovation. *Strategic Change*, 2017, 26,(4): 311-322. **CNRS 3, FNEGE 4, HCERES B**

Sutan, A., Max, S., Galia, F., Lentz, F., Zenou, E., Selecting Board Members: The Impact of Common Knowledge on Gender Diversity – An Experimental Investigation. *Managerial and Decision Economics*, 2017, 38,(6): 806-821. **CNRS 3, HCERES B**

Galia, F., Zenou, E., Ingham, M., Board composition and environmental innovation: does board diversity matter?. *International Journal of entrepreneurship and small business*, 2015, 24,(1): 117-141. **CNRS 4, FNEGE 4, AERES C**

Galia, F., Zenou, E., La Diversité du Conseil d'Administration Influence-t-elle l'Innovation ? L'impact de la Diversité de Genre et d'Age sur les Différents Types d'Innovation. *Management & Avenir*, 2013,(66): 152-181. **CNRS 4, FNEGE 4, AERES C**

Galia, F., Zenou, E., Board composition and forms of innovation: does diversity make a difference?. *European journal of international management*, 2012, 6,(6): 630-650.

Certhoux, G., Zenou, E., Gouvernance et dynamique de l'actionnariat en situation entrepreneuriale : le cas du business angel. *Revue de l'Entrepreneuriat*, 2006, 5,(1): 13-29.

### Books

Zenou, E., *Gouvernance et Création de Valeur du Dirigeant*, Sarrebruck: Éditions Universitaires Européennes, 2010, 311 p.

### **Book chapters**

Zenou, E., Do Women on Boards Create Value for the Organization? A Review of the Literature. Devnew, L.E., Janzen Le Ber, M., Torchia, M., Burke, R.J., *More Women on Boards: An International Perspective*, Silver Spring, MD: International Leadership Association, Information Age Publishing, 2018, 3-16.

Zenou, E., Allemand, I., Brullebaut, B., Gender Diversity on French Boards: example of a success from a hard law. Seierstad, C., Gabaldon, P., Mensi-Klarbach, H., *Gender Diversity in the Boardroom: European Perspectives on Increasing Female Representation*, Basingstoke: Palgrave Macmillan, 2017, 103-124.

Zenou, E., Allemand, I., Brullebaut, B., At the Origins of Female Directors' Networks: A Study of the French Case. Kesinger, J.W., *research in Finance*, Bingley: Emerald Group Publishing Limited, 2012, 177-192.

### **Papers in Academic Conferences**

Allemand, I., Brullebaut, B., Louis, A.S., Pourchet, A., Zenou, E., Quelle démocratie dans les banques coopératives ? *20ème Conférence Internationale de Gouvernance (CIG) (online)*, May 10th-12th 2021, Sherbrooke, Canada.

Reboud, S., Toutain, O., Zenou, E., Pourchet, A., Mise en œuvre du modèle coopératif au sein d'une start-up : une analyse par la méthode biographique. *CIFEPME 2020 (online) - Congrès International francophone en Entrepreneuriat & PME*, May 18th-21st 2021, Nice, France.

Toutain, O., Reboud, S., Zenou, E., Pourchet, A., Pourquoi choisir le statut coopératif quand on crée une start-up, et comment le mettre en œuvre ? *Biennale de l'éducation*, September 22nd-24th 2021, Paris, France.

Allemand, I., Brullebaut, B., Louis, A.S., Pourchet, A., Zenou, E., Le modèle coopératif constitue-t-il une réponse aux attentes des clients sociétaires en matière de RSE ? Le cas de deux Banques Populaires. *Conférence Internationale de Gouvernance (en ligne)*, November 12th-13th 2020, Clermont-Ferrand, France.

Brullebaut, B., Allemand, I., Brullebaut, B., Louis, A.S., Zenou, E., Quelle implication du sociétariat dans la gouvernance des banques coopératives ? *Conférence Internationale de Gouvernance (en ligne)*, November 12th-13th 2020, Clermont-Ferrand, France.

Zenou, E., Rodrigues, R., Felicio, T., Board characteristics and firm performance: A fuzzy-set analysis of substitution and complementarity. *EURAM 2020 Online Conference - The Business of Now: The Future Starts Here*, December 4th-6th 2020, Dublin, Irelande.

Allemand, I., Brullebaut, B., Louis, A.S., Pourchet, A., Zenou, E., Relations entre administrateurs et sociétaires : quelles formes de proximité dans les banques coopératives françaises ? *18ème Conférence Internationale de Gouvernance*, May 23rd-24th 2019, Bruxelles, Belgium.

Zenou, E., Rodrigues, R., Felicio, T., Equifinality in the Relationship Between Corporate Governance and Performance: an exploration of substitutions and complementarities in Board characteristics. *16th EIASM Workshop on Corporate Governance*, October 23rd-24th 2019, Bruxelles, Belgium.

Zenou, E., Stef, N., Management staff size, the firm's exit delay and the choice of firm's exit path. *INEKA (Innovation, Entrepreneurship and Knowledge Academy) Conference*, June 11th-13th 2019, Vérone, Italy.

Allemand, I., Brullebaut, B., Galia, F., Zenou, E., Understanding board members' recruitment: the influence of firm's innovative strategies. *17ème Conférence Internationale de Gouvernance*, June 4th-5th 2018, Nice, France.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Board members' recruitment as a strategic answer: the influence of companies' strategies for innovation on the selection of new board members. *EURAM 18th Conference "Research in Action"*, June 19th-22nd 2018, Reykjavik, Iceland.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Board Members' Recruitment as a Strategic Answer: The Influence of Firms' Strategies for Innovation on the Selection of New Board Members. *Congrès RRI (Réseau Recherche Innovation) - VIII Forum Innovation*, June 4th-5th 2018, Nîmes, France.

Allemand, I., Brullebaut, B., Galia, F., Zenou, E., Stratégies d'innovation des firmes comme antécédents du choix de recrutement des administrateurs. *16ème Conférence Internationale de Gouvernance*, May 15th-16th 2017, Lausanne, Swiss.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Board members' recruitment as a strategic answer: the influence of companies' strategies for innovation on the selection of new board members. *EIASM Corporate Governance Workshop*, November 6th-7th 2017, Bruxelles, Belgium.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Quels administrateurs pour quelle stratégie ? Les stratégies d'innovation des firmes comme antécédents du choix de recrutement des administrateurs. *ACFAS 2017 - Gouvernance et Innovation*, May 8th-10th 2017, Montréal, Canada.

Allemand, I., Brullebaut, B., Galia, F., Zenou, E., Which board for innovative firms? Innovation as a determinant of board capital. *15ème Conférence Internationale de Gouvernance*, May 17th-18th 2016, Montpellier, France.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Which board for innovative firms? Innovation as a determinant of board capital. *EIASM Corporate Governance Workshop*, October 28th-29th 2016, Milan, Italy.

Galia, F., Lentz, F., Max, S., Sutan, A., Zenou, E., Selecting board members: the impact of common knowledge on gender diversity, an experimental investigation. *14ème Conférence Internationale de Gouvernance*, June 1st-2nd 2015, Québec, Canada.

Galia, F., Lentz, F., Sutan, A., Max, S., Zenou, E., Who's Your Next Board Member? An Experimental Investigation of the Impacts of Social Norm on Board Composition. *EURAM 15th Conference "Uncertainty is a Great Opportunity"*, June 17th-20th 2015, Varsovie, Poland.

Zenou, E., Sutan, A., Galia, F., Max, S., Lentz, F., Opening the Black Box of Board Members' selection process: An Experimental Investigation on the Impact of Social Norm on Gender Diversity. *EURAM 15th Conference "Uncertainty is a Great Opportunity"*, June 17th-20th 2015, Varsovie, Poland.

Galia, F., Ingham, M., Zenou, E., Board composition and environmental innovation: does board diversity matter?. *EURAM 14th Conference "Waves and Winds of Strategic Leadership for Sustainable Competitiveness"*, June 4th-7th 2014, Valence, Spain.

Zenou, E., Galia, F., Lentz, F., Max, S., Sutan, A., Who's your next board member? The impact of social norms on board diversity: an experimental investigation on boards' member selection. *European Institute for Advanced Studies in Management, 11th Workshop on corporate governance*, October 27th-28th 2014, St Gallen, Swiss.

Zenou, E., Sutan, A., Galia, F., Max, S., Lentz, F., Who's your next board member? an experimental investigation of the impacts of social norms on board composition. *13ème Conférence Internationale de Gouvernance*, May 19th-20th 2014, Dijon, France.

Zenou, E., Sutan, A., Galia, F., Max, S., Lentz, F., Who's your next board member? an experimental investigation of the impacts of social norms on board composition. *5th "Women on Board International Research Workshop"*, March 15th-18th 2014, Oslo, Norway.

Galia, F., Ingham, M., Zenou, E., The impact of board diversity on environmental benefits of innovation. *4th Joint Research Conference*, June 26th 2013, Dijon, France.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *12e Conférence Internationale de Gouvernance (CIG)*, May 2nd-3rd 2013, Nantes, France.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *4th Women on Board International Research Cruise Workshop*, March 16th-19th 2013, Oslo, Norway.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *DRUID (The Danish Research Unit for Industrial Dynamics) Society Conference*, June 17th-19th 2013, Barcelone, Spain.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *EURAM 13th Conference "Democratising Management"*, June 26th-29th 2013, Istanbul, Turkey.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *Workshop "Is innovation Gendered?"*, May 31st 2013, Grenoble, France.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types. *XXIIème Conférence de l'AIMS*, June 10th-12th 2013, Clermont-Ferrand, France.

Zenou, E., Galia, F., Ingham, M., Board composition and environmental innovation: does board diversity matter?. *EIASM Corporate Governance Workshop*, October 10th-11th 2013, Bruxelles, Belgium.

Galia, F., Zenou, E., Board composition and forms of innovation: does diversity make a difference?. *3rd Joint Research Conference*, May 30th 2012, Oxford, United Kingdom.

Galia, F., Zenou, E., Board composition and forms of innovation: does diversity make a difference?. *4th World Business Ethics Forum*, December 16th-18th 2012, Hong Kong, China.

Galia, F., Zenou, E., Board composition and forms of innovation: does diversity make a difference?. *9th WCG, EIASM Corporate Governance Workshop*, May 14th-15th 2012, Bruxelles, Belgium.

Zenou, E., Allemand, I., Brullebaut, B., How do female directors reach the board? a study of female directors networks in french firms. *The 12th EURAM, Social Innovation for Competitiveness, Organisational Performance and Human Excellen*, June 6th-8th 2012, Rotterdam, Netherlands.

Zenou, E., Allemand, I., Brullebaut, B., Characteristics of Female Directors' Networks: a study of the French Case. *EIASM 8th Corporate Governance workshop*, May 30th-31st 2011, Bruxelles, Belgium.

Zenou, E., Allemand, I., Brullebaut, B., Characteristics of Women Board Networks: an empirical analysis on the French market. *2nd Joint Research Conference*, May 10th 2011, Dijon, France.

Zenou, E., Beyond discipline : an empirical analysis of the contribution of the CEO to value creation on the French market. *European Academy of Management (EURAM)*, May 16th-19th 2007, Paris, France.

Zenou, E., Certhoux, G., Exploring New Foundations for Governance of Entrepreneurial Firms: The Case of Business Angel Financing. *ICSB International Conférence (International Council for Small Business)*, June 13th-15th 2007, Turku, Finland.

Zenou, E., Certhoux, G., Gouvernance d'Entreprise et Actionnariat des Firmes Entrepreneuriales : Le cas du Business Angel. *6ème Conférence Internationale de Gouvernance d'Entreprise*, May 21st-22nd 2007, Genève, Swiss.

### **Invited keynote speeches**

Zenou, E., Assadi, D., Participation à la Table Ronde "Gouvernance des entreprises innovantes" - Expert Invité. *Workshop Entrepreneuriat, Innovation et Gouvernance*, January 17th 2019, Paris, France.

### **Working papers**

Allemand, I., Brullebaut, B., Louis, A.S., Pourchet, A., Zenou, E., Relations entre administrateurs et sociétaires : pour quelle(s) proximité(s) dans les banques coopératives françaises ?. *Cahiers du CEREN*, 2019, 52: 53-68.

Stef, N., Zenou, E., When managers leave and let die. Management staff, the likelihood of firm's exit and the choice of firm's exit path. *Cahiers du CEREN*, 2019, 52: 25-41.

Allemand, I., Brullebaut, B., Galia, F., Zenou, E., Quels administrateurs pour quelle stratégie ? Les stratégies d'innovation des firmes comme antécédents du choix de recrutement des administrateurs. *Cahiers du CEREN*, 2017, 50-66.

Zenou, E., Allemand, I., Brullebaut, B., Galia, F., Which board for innovative firms? Innovation as a determinant of board capital. *Cahiers du CEREN*, 2016, 48: 18-41.

Zenou, E., Galia, F., Ingham, M., Which diversity for green innovation? The impact of board diversity on environmental benefits of innovation. *Cahiers du CEREN*, 2013, 44: 64-84.

Allemand, I., Brullebaut, B., Zenou, E., Characteristics of female directors' networks: a study of the French case. *Cahiers du CEREN*, 2012, 38: 21-29.

Galia, F., Zenou, E., Board composition and forms of innovation: Does diversity make a difference?. *Cahiers du CEREN*, 2012, 39: 68-83.

Galia, F., Zenou, E., Board composition and forms of innovation: Does diversity make a difference?. *Cahiers du CEREN*, 2012, 41: 17-33.

Zenou, E., La contribution du dirigeant à la création de valeur : au-delà de la discipline. Une analyse empirique sur le marché français. *Cahiers du CEREN*, 2012, 17: 4-18.

### **Papers/digital media in professional journals**

Zenou, E., Galia, F., Lentz, F., Max, S., Sutan, A., Dépasser le déclaratif et impliquer les étudiants dans la prise de décision. *Grand Angle, Revue de la Conférence des Grandes Ecoles*, 2016(71). [www.cge-news.com](http://www.cge-news.com)

Galia, F., Zenou, E., Diversité des conseils d'administration et innovation : des relations complexes. *L'Expansion*, 2015(803): 128-131.

Zenou, E., Galia, F., Sutan, A., Nomination des administrateurs : comment le conformisme social pénalise les femmes?. *L'Expansion management review*, 2015(808): 125-128.

### **Press tribunes**



Zenou, E., Sutan, A., Parité aux postes de direction : les quotas sont-ils la bonne solution ?. *Le Drenche*, March 17th 2021, [ledrenche.ouest-france.fr](http://ledrenche.ouest-france.fr)

Zenou, E., Sighinolfi, L., Comment bien valoriser sa démarche clean label ?. *LSA (Libre Service Actualités)*, May 4th 2020, [www.lsa-conso.fr](http://www.lsa-conso.fr)

Zenou, E., Le financement participatif et la reconstruction de Notre-Dame : les défauts de Quasimodo. *The Conversation*, April 16th 2019, [theconversation.com](http://theconversation.com)

Zenou, E., Ashta, A., La baisse des impôts est-elle compatible avec la diminution des inégalités ?. *The Conversation*, December 12th 2018, [theconversation.com](http://theconversation.com)

Soulas, C., Zenou, E., Pourquoi est-il si difficile d'élever le niveau du débat politique ?. *Le Huffington Post*, March 20th 2017, [www.huffingtonpost.fr](http://www.huffingtonpost.fr)

Zenou, E., Rémunération de Carlos Ghosn : les actionnaires ont besoin d'un bon conseil. *Le Huffington Post*, May 5th 2016, [www.huffingtonpost.fr](http://www.huffingtonpost.fr)

Soulas, C., Zenou, E., Lutte contre le fanatisme: notre rôle d'enseignant est primordial. *Le Huffington Post*, January 8th 2015, [www.huffingtonpost.fr](http://www.huffingtonpost.fr)

Zenou, E., Pourquoi il faut faire entrer les études de genre dans les écoles de management. *La Tribune*, April 11th 2014, [www.latribune.fr](http://www.latribune.fr)

Zenou, E., Affaire Findus : soyons plus à cheval sur la gouvernance partenariale. *Le Huffington Post*, February 13th 2013, [www.huffingtonpost.fr](http://www.huffingtonpost.fr)

Zenou, E., La loi ratée sur la transparence de la vie publique : une double erreur de gouvernance ?. *La Tribune*, June 21st 2013, [www.latribune.fr](http://www.latribune.fr)

Zenou, E., L'obsession du modèle allemand : peut-on sortir du "combien ça coûte" ?. *Les Échos.fr*, February 17th 2012, [lecercle.lesechos.fr](http://lecercle.lesechos.fr)

Zenou, E., Le "3ème tour financier" : déni de démocratie ou inversion des rôles?. *Le Huffington Post*, April 18th 2012, [www.huffingtonpost.fr](http://www.huffingtonpost.fr)

Zenou, E., Les agences de notation et le mythe de la transparence. *Le Monde.fr*, November 1st 2011, [www.lemonde.fr](http://www.lemonde.fr)

Zenou, E., Les femmes administratrices sont l'objet de craintes bien traditionnelles. *Le Monde.fr*, January 24th 2011, [www.lemonde.fr](http://www.lemonde.fr)

Zenou, E., Partager les décisions avant de partager les richesses. *Les Échos.fr*, March 29th 2011, [lecercle.lesechos.fr](http://lecercle.lesechos.fr)

## Research seminars

Sutan, A., Max, S., Lentz, F., Gassmann, X., Zenou, E., Experiments on boards composition, *French Experimentals TalkS (FETS) (online)*, March 23rd 2021, France.

Galia, F., Zenou, E., Does Board Diversity Influence Innovation? The Impact of Gender and Age Diversity on Innovation Types, *Séminaire Chaire en Gouvernance d'Entreprise*, March 21st 2013, Dijon, France.

Zenou, E., Allemand, I., Brullebaut, B., Characteristics of female directors networks: the French case, *Séminaire du CEREN*, May 10th 2012, Dijon, France.

Zenou, E., 2nd EIASM/EDEN Seminar on Social Network Analysis (SNA): theory and methods, *2nd EIASM/EDEN Seminar on Social Network Analysis (SNA): theory and methods*, June 7th 2010, Bruxelles, Belgium.

### **Professional conferences**

Barbe, O., Zenou, E., Présence et rôle des femmes dans les conseils d'administration. *Zonta Club de Dijon*, March 10th 2014, Dijon, France.

### **Interviews**

Attuel-Mendes, L., Zenou, E., Wolski, M., Année sabbatique : comment réagir ?. *Studyrama Parents*, November 4th 2019, [www.studyrama.com](http://www.studyrama.com)

Zenou, E., Enseignement de la RSE dans les écoles de commerce : entre engagement et pragmatisme. *RSE DataNews*, November 14th 2018, [www.rsedatanews.net](http://www.rsedatanews.net)

### **Videos**