



Rosana SILVEIRA REIS

Department of Economics, Market & Society

Professor of Human Resource Management & Organization Behaviour

Faculty position: Associate Professor

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Rosana SILVEIRA REIS is Associate Professor at ISG International Business School. She has been living in Europe since July 2004. She spent six years in Italy, where she defended her Ph.D. in Management at the University of Bologna, and the last thirteen years in France where she is currently Associate Professor at ISG International Business School in Paris. She has 35 years of experience in Human Resources, 15 of them as a manager in large companies in Brazil.

Since 2000 she has been teaching in undergraduates, Master and MBA Programs, the disciplines: Human Resource Management, International HRM, Organization Behaviour, Management of Innovation, Cross Cultural Management, and Doing Business in America. In her research, she is working in the cross-border of Organization Behaviour, Innovation, and Entrepreneurship. Her focus is on Ecosystems of Innovation, Migrant Entrepreneurs, Platform workers, Culture & Inclusion, Creativity in Global Teams, and Leadership.

She was elected Country Representative to represent France in the EURAM Council of Country Representatives for the period 2021 to 2024. She is also French Coordinator at MIG.EN.CUBE Project – International Research Consortium sponsored by Erasmus+

Teaching Areas

Course 1: Human Resource Management & Organization Behaviour

Course 2: International Human Resource Management

Course 3: Cross Cultural Management

Course 4: Doing Business in America

Research Interests

Interest 1: Innovation at work, culture & inclusion

Interest 2: Identity, authenticity & platform workers

Interest 3: Migrants entrepreneurs & Incubators

Interest 4: Leadership & Global Teams

Education

2010: PhD in Management Sciences, University of Bologna, Italy

2000: MSc in Business Administration, University of Santa Catarina, Brazil

1996: Specialization: Coordinator for Interpersonal Development Groups and Specialist in Group Dynamics, Associação Brasileira de Dinâmica de Grupo, Brazil

1994: MBA, Amana Key Group, Brazil

1992: Policy and Strategy, ADESG - Escola Superior de Guerra, Brazil

1985: Master (post graduate) in Marketing, FAE Centro Universitário, Brazil

1984: Master (post graduate) in Human Resources, FAE Centro Universitário, Brazil

1981: Graduation in Pedagogy, Tuiuti University, Brazil

Teaching Experiences

2010 (to now) Permanent professor at ISG International Business School, Paris - France

January 2015 to now - Associate Professor of Human Resource Management

September 2010 to December 2014 - Assistant Professor

Invited professor:

January 2019 to 2022: Invited Professor for the Master's in Pharmacy Management (*Organizzazione e gestione della farmacia*) to teach the course "HRM for Healthcare" (in Italian language) at Università Cattolica del Sacro Cuore, Roma-Italy.

May 2021 to 2022: Invited Professor for the Master's in International Business to teach the course "International People Management" (in English) at Università Cattolica del Sacro Cuore, Milan-Italy.

September 2018 to 2021: Invited Professor for the Master's in Healthcare Management, to teach the course "Management and Innovation in Health & Social Services" (in English) at Università Cattolica del Sacro Cuore, Roma-Italy.

May 2015 to 2021: Invited Professor for the Master In-Service Management to teach the course "Human Resource Management and Leadership (in English) at University of Bologna – Campus Rimini, Italy.

May 2015 to 2020: Invited Professor for the Master's in Tourism Degree Program to teach the course "Organization Behavior" (in English) at University of Bologna – Campus Rimini, Italy.

December (2018 and 2019): Invited professor for the Master's in Health Economics and Management, to teach the course "Fundamentals in Healthcare Management" (in English) at University of Bologna - Campus Bologna, Italy.

September to November (2018 and 2019): Invited professor at ESCP Europe, to teach the course "Human Resource Management", Paris, France.

2011 to 2016: Visiting Professor of IHRM at FDC – Fundação Dom Cabral, Belo Horizonte-Brazil
According to the Financial Times, Fundação Dom Cabral is elected, for the 11th consecutive year, the best business school in Latin America. FDC, founded in 1976, in Belo Horizonte (MG-Brazil), occupies the 17th place in the overall ranking, in 2016 occupies the 10th place in the 'Open Programs' and 28th position in the 'Customized Programs'.

2010 to 2015: Invited Professor of Cross-Cultural Management and International Human Resource in MBA programs at IMPS Business School in Brno, Czech Republic

2009: Invited Professor of Organization Behavior at ESSEC, Cergy-France

1999 to 2004: Permanent Lecture Professor at Positivo University, Curitiba-BR

Activities developed:

- Teaching: Human Resource Management (160 hours/year) and Organization Behavior (80 h/year)
- Consultation in the elaboration and execution of Managerial Development Programs
- Program consulting to develop new talents for the mobile company TIM (2001 and 2002)
- Supervising and administration of trainees (1999 to 2003)
- Supervising exchanging program between companies and universities (1999 to 2003)

Other Professional Experiences

1997 – 1999: Branch Manager, Manpower, Brazil

Mainly activities:

- Settlement of the branch (physical, logistical, and human aspects)
- In charge of Paraná and Santa Catarina States
- Market analysis, prospecting and follow-up
- Meaning find contracts with Chrysler, Brose, Vallourec, Robert Bosh, Sonae Group, Global Telecom, among others

1993 – 1997: Director, RReis & Associates – Business Consulting, Brazil

- Worked together with AMANA-KEY Group (Sao Paulo) in Executive Education, being in charge of Curitiba Branch;
- Coordination of national and international courses, workshops, congresses and seminars.

1986 – 1993: Manager of Human Resources, SERPRO – Brazil

Managerial performances:

- Human Resource Manager Department
- Counselor for the President - Director (Brasília - DF)
- Vice Manager of Human Resources Department
- Manager for Personnel Hiring and Development Sector

1985 – 1986: Human Resource Analyst, Banestado Informatica, Brazil

Activities developed: Responsible for the implementation of Career Plan.

1984 – 1985: In charge of Personnel Development, Automaton Indústria e Comércio, Brazil

Activities developed: Responsible for the implementation of Salary Plan

Publications

2023: Sant'Anna, A.S., Reis, R.S., Campos, L.F.S. & Batista, M.A.R. "Using the relational approach to explore the representation of women through Brazilian popular music: 1880 to 1970". *Culture and Organization*, DOI: [10.1080/14759551.2023.2237163](https://doi.org/10.1080/14759551.2023.2237163)

2022: Reis, R.S., Quental, C. & Van-Heck, E. "When three is better than two: How culture can bridge collaboration in globally distributed teams". *M@n@gement*, 25(2): 1–17 - <http://dx.doi.org/10.37725/mgmt.v25.4575>

2022: Baniski, G.M., Reis, R.S., Fernandes, B.H.R. & Pupo, F.P., High Performance Work Systems in a cross-cultural context: Comparing multinational plants in Sweden and Brazil. In R. Brunet-Thornton (Ed.), *Examining Cultural Perspectives in a Globalised World*. ICI Global.

2021: Vicentini, M., Reis, R.S., Cappiello, G. & Casoli, D. Sensing the virus: How social capital enhances the hotels' ability to cope with the pandemic. *International Journal of Hospitality Management*, 94. ref: 102820 (Impact Factor =5,410; ESSEC= 1; FNEGE =3)

2021: Spinosa, L.M., Reis, R.S. & Schlemm, M.M. Brazil's innovation ecosystems: The role of cultural factors. In McMurray, Muenjohn & Weerakoon (Eds.), *Workplace Innovation across Developed and Developing Countries*. Palgrave Handbook.

2021: Reis, R.S. & Casoli, D. "Managing Riviera Romagnola hotels in COVID-19 times: A case study of Misano Adriatico, Italy". The Case Centre.

2020: Baniski, G.M., Reis, R.S., Fernandes, B.H.R. & Pupo, F.P., High Performance Work Systems in a cross-cultural context: Comparing multinational plants in Sweden and Brazil. In R. Brunet-Thornton (Ed.), *Examining Cultural Perspectives in a Globalised World*. ICI Global.

2020: Sassi, N., Reis, R.S., & Lelebina, O. Meubles du Plexin: The forgotten RH dimensions. Centrale de Cas et de Médias Pédagogiques – CCMP, in Management of Human Resources, Ref : H0667(GB).

2019: Reis, R.S. *Valores organizacionais e políticas de RH: Uma dimensão interativa (Organizational values and HR policies: An interactive dimension)* Novas Edições Acadêmicas.

2016: Salum, F., Reis, R.S. & Tadeu, H. Innovation management reflexions: A Brazilian market perspective. In A. Brem & E. Viardot (Ed.), *Evolution of Innovation Management – Trends in an international context*. Book translated and published in China for Tsinghua University Press.
http://www.tup.tsinghua.edu.cn/bookscenter/book_06281901.html

2016: Spinosa, L.M., Schlemm, M.M & Reis, R.S. A process-based approach to support entrepreneurship and innovation ecosystem management – A Brazilian Trial. In Fini R., Grimaldi R. 2016. "Process approach to academic entrepreneurship: evidence from the globe", *World Scientific Publishing*, ISBN 978-981-4733-42-7 (v4).

2015: Reis, R.S. Creative process within globally distributed teams: Brazil, Sweden, France, and India. *Management and Organization Studies Journal*, 2(1).

2015: Schlemm, M.M.; Spinosa, L.M. & Reis, R.S. [Report] *New paradigms of innovation: Leading practices and policies for the new stage* (Novos Paradigmas de Inovação: Conduzindo Práticas e Políticas para o Novo Estágio). Order of the Brazilian Ministry of Science, Technology, and Innovation.

2015: Spinosa, L.M., Schlemm, M.M & Reis, R.S. Brazilian Innovation Ecosystems in perspective: Some challenges for stakeholders. – *REBRAE – Revista Brasileira de Estratégia (Brazilian Strategy Journal)*, 8 (3): 386- 400. <http://www2.pucpr.br/reol/pb/index.php/rebrae?dd1=15894&dd99=view&dd98=pb>

2014: Reis, R.S. & Quental, C. Global Talent Management in Brazil: *Jeitinho* as a managerial talent. In Ariss, A.A. (Ed.), *Global Talent Management – Challenges, Strategies and Opportunities*. Switzerland: Springer International Publishing: pp 123-140.

2013: Salum, F., Reis, R.S. & Tadeu, H. Innovation management reflexions: a Brazilian market perspective. In Brem, A. & Viardot, E. (Ed.), *Evolution of Innovation Management - New ways for innovations in an international context*. Basingstoke, UK : Palgrave Macmillan.

2012: Curzi, Y. & Reis, R.S. Bridging rigor and relevance: Weber's research approach to understand knowledge integration in creative processes spanning over time and space. *International Journal of Organization Analysis*, 20(1): 82-94.

2011: Reis, R.S. & Curzi, Y. Knowledge integration in creative process of globally distributed teams. In Al-Shammari, M. (Ed.), *Knowledge Management in Emerging Economies: Social, Organizational and Cultural Implementation*. Hershey, PA: IGI Global Press.

News paper

2005: Pires, P., Bastos, A.P., Reis, R.S. & Yamamoto, C. *Entrepreneurial Life* (Empreendedorismo - 1 - Vida Empreendedora). Vol. 1 ; Curitiba: 13 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

2005: Reis, R.S., Bastos, A.P., Pires, P., Prates, R.P. & Yamamoto, C.S. *The use of Creativity* (Empreendedorismo - 2 - O uso da criatividade). Vol. 2; Curitiba: 14 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

2005: Bastos, A.P., Pires, P., Prates, R.P., Reis, R.S. & Yamamoto, C. *Survive and Grow* (Empreendedorismo – 5 – Sobreviver e crescer). Vol. 5; Curitiba: 17 de Junho 2005, Special supplement to the *Journal Gazeta do Povo*.

Didactic Editions

2002: Didatic Folder: Appraising job positions through the Point-Scoring Methodology (Avaliação de cargos através do Método de Pontos). [Fernandes, B. & Reis, R. S.] - Didatic Folder:

Conference Presentations

EURAM – European Academy of Management

EURAM 2023 - European Academy of Management, Dublin, IR

Track: Migrant and ethnic minority entrepreneurship for inclusion

Reis, R.S., Bolzano, D. & Baniski, G. "Dealing with migrant entrepreneurs: Updating through the MOOC the skills and knowledge of incubator coaches"

EURAM 2022 – European Academy of Management, Winterthur, CH

Track: Gender, Race and Diversity in Organisations

Curzi, Y., Reis, R.S., Bolzani, D. "Voices against inequalities: Multi-level evidence from Brazilian digital content creators"

Track: Human Resources Management

Reis, R.S. "Training for entrepreneurs (migrants): evidence from French incubators"

EURAM 2021 – European Academy of Management, online

Track: Team Performance Management

Reis, R.S. "Trust as output of collaboration in globally distribute teams"

EURAM 2020 – European Academy of Management, Dublin, IR

Track: Research Methods

Reis, R.S. & Curzi, Y. **"Evidence on routine dynamics in a Brazilian Franchising Brand"**

EURAM 2019 - European Academy of Management, Lisbon, PT

Track: Organization Behavior

Reis, R.S., Spinosa, L.M., & Schlemm, M.M. "Globally distributed teams as a collaborative practice towards innovation"

EURAM 2017 – European Academy of Management, Glasgow, UK

Chair of Track – T 03_13 Entrepreneurship and Intrapreneurship: Developing Innovation Culture through Managers and Academic Actions

Track: Organization Behavior

Reis, R.S., Sant'Anna, A. & Quental, C. "Global leader: managing in a cross-cultural environment"

EURAM 2016 – European Academy of Management, Paris, FR

Chair of DWG – Entrepreneurship and Intrapreneurship: developing innovation culture

EURAM 2015 – European Academy of Management, Warsaw, PO

Track: Organization Behavior

Reis, R.S. Sant'Anna, A. & Quental, C. "National culture and global leadership: A cross cultural study"

EURAM 2014 – European Academy of Management, Valencia, SP

Track: Organizational Behavior

Reis, R.S. & Schlemm, M.M. "Understanding the trust dynamics in creative process of globally distributed teams"

EURAM 2013 – European Academy of Management, Istanbul, TU

Vice-chair Track: Identity in organizations: Challenges and opportunities

EURAM 2012 – European Academy of Management, Rotterdam, NL

Vice-chair Track: Identity in organizations: Challenges and opportunities

EURAM 2011 – European Academy of Management, Tallin, EN

Track: Organizational behavior: new frontiers in the 21st century

Reis, R.S. & Chevalier, F. "Managing creativity in a cross-cultural context"

EURAM 2009 – European Academy of Management, Liverpool, UK

Track: International Management, Leadership and HRM. Reis, R.S.

EGOS CONFERENCE

EGOS 2023 – Cagliari, IT

Sub-theme: Constructing business social and environmental responsibilities in the global south: Tensions between tradition, innovation and imposition

Casoli, D., Reis, R.S. & Righi, H.M. "Pink leadership and green strategy: The power of the colors to transform the sustainable approach of the house cleaning products"

Sub-theme: Beyond ideation: Sustaining open innovation in organizations, communities and markets

Reis, R.S., Martins, D. & Montani, F. "HRM unleashing employee creativity for open innovation

EGOS 2022 – Vienna, AT

Sub-theme: Re-organizing Imperfections at Work: Negotiating Power and Control in Employment Relations

Bolzani, D., Curzi, Y., Reis, R.S. "Asymmetric power relations in the digital work"

EGOS 2018 – Tallinn, EN

Sub-theme: Managers and Managerial Behavior in countries in transition

Kakarika, M., Mascia, D. & Reis, R.S. "Am I scientist or a founder? An identity reconstruction model of professionals becoming entrepreneurs"

Sub-theme: Global Forms of Work and Multinational Enterprises

Baniski, G.M., Reis, R.S. & Bulgacov, S. "Global Work and Dynamic Capabilities: How Cultural Differences enable Dynamic Capabilities in Project teams in MNE"

EGOS 2015 – Athens, GR

Sub-theme: Organizing Organizations: Dynamics and Variation

Reis, R.S., Curzi, Y. & Righi, H.M. "An Organizational Innovation in a Franchise Company"

EGOS 2014 – Rotterdam, NL

Sub-theme: Language and Leadership

Reis, R.S.; Sant'Anna, A. & Quental, C. "Global leader: The interplay between traits of Brazilian national culture and transformational leadership"

EGOS 2012 – Helsinki, FI

Sub-theme: Design for Global organization

Reis, R.S. & Salum, F.A. "The redesign of global structure of innovation: the case study of Vallourec Group"

EGOS 2011 – Gothenburg, SE

Sub-theme/workshop: The Challenges of Organizing in Emerging Economies

Reis, R.S.; Heck, E. & Quental, C. "Creativity and innovation in reassembling organization's context: The case study of VM line in Brazil"

EGOS 2010 – Lisbon, PO

Sub-theme: Assembling Global and Local: Practice-Based Studies of Globalization in Organization.

Reis, R.S. & Curzi, Y. "Assembling knowledge and people over time and space"

Sub-theme: Practices of Coordination and the Coordination of Organizational Practices

Reis, R.S. "The actual ongoing process of coordinating cooperation in globally distributed teams"

EGOS 2009 – Barcelona, SP

Sub theme: New ways to work: Organizing work and working practices.

Reis, R.S. & Salum, F.A.

EGOS 2008 – Amsterdam, NL

Sub theme: Breakdown of Trust Relations in Organizations

Reis, R.S. & Schlemm, M.M.

EGOS 2007 – Vienna, AU

Sub theme: Professional service organizations and knowledge-intensive work

Mattarelli, E.; Reis, R.S. & Tagliaventi, M.

ACADEMY OF MANAGEMENT CONFERENCE

AOM 2018 – Chicago, USA

International Management Division Paper Session (oral presentation)

Reis, R.S., Quental, C. Van Heck, E. "Creative process of globally distributed teams: The shades of flexibility"

AOM 2013 - Orlando, FL

Finalists for the prize "The Robert H. Schaffer Award for the Best Paper in Applied International Management"
Reis, R.S. & Salum, F.A. "Organizational structure improving the relations in a global context"
AOM 2011 – Texas, USA
Chair of PDW: "Global competencies: East and West, the pursuit of the complementarities"

AOM 2010 - Montreal, CA
Divisional Paper Session (oral presentation)
Reis, R.S. & Curzi, Y. "Understanding knowledge integration over time and space"

Chair of PDW: Competences and Organizational Learning;
Critical Management Studies Workshop
Reis, R.S. & Curzi, Y. "Bridging rigor and relevance: Weber's research approach to understand knowledge integration in creative processes spanning over time and space"

AOM 2009 – Chicago, USA
Critical Management Studies Division
Reis, R.S. "Unfolding creative process in GDT"

OTHERS CONGRESS

- IRBAM 2017 – Nice, FR
8th International Research Meeting in Business and Management
Baniski, G.M., Reis, R.S., Fernandes, B.H.R. & Pupo, F.P., "High Performance Work Systems in a cross-cultural context: Comparing multinational plants in Sweden and Brazil"
- IAMOT 2013 – Porto Alegre, BR
22nd International Conference for Management of Technology
Righi, H.; Salum, F.A. & Reis, R.S. "*The Barriers to Innovate in Brazil*"
- ENANPAD 2012 – Rio de Janeiro, BR
XXXVI Encontro – Tema: Gestão de Ciência, Tecnologia e Inovação
Reis, R.S. & Van Heck, E. "Demystifying the Creative Process by Globally New Product Development Teams"
- CCC 2012 – Berlin, DE
Culture, Communication and Creativity Conference
Reis, R.S.; Van Heck, E. & Quental, C. "Creativity performance of globally distributed engineering team in Brazil, France and Sweden"
- INBAM 2010 – Valencia, SP
International Network of Business & Management Journals - "Creativity and Innovation in an International Context"; Track: Human Resources Management
Paper: Unfolding creative process in development of new products within globally distributed teams

Responsible for the organization of:
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INTERNATIONAL WORKSHOP OFFSHORING OF INTANGIBLES, 2007
Alma Mater Studium, Bologna (IT)

ORGANIZATION ACTION THEORY WORKSHOP, 2007
Responsible for organization of the Seminars in Brazil for groups of teachers and MBA students in August 2007.
Universidade Positivo, Curitiba (BR)

VI and VII CONPARH
Paraná Congress of Human Resources, 1996 and 1997, Curitiba (BR)

ABTD CONGRESS
Brazilian Association of Training & Development, 1993, Curitiba (BR)

Professional Associations

Member of :

AGRH - Association Francophone de Gestion des Ressources Humaines

EURAM - European Academy of Management

EGOS - European Group of Organisation Studies

AOM - Academy of Management

<i>Participant in the Research Groups:</i>
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MIG.EN.CUBE

Financed by Erasmus+

Project: *Fostering MIGrant Entrepreneurship inCUBation in Europe*

Partnership with Università Cattolica del Sacro Cuore, Italy (Coordination); Universiteit Van Amsterdam, The Netherlands; ISG - Institut Supérieur de Gestion, France; and the startups: Make a Cube (Italy), IHUB – Impact Hub Amsterdam (The Netherlands), and HUBCOM – Impact Hub Company (Austria)

The FROG (French Research Organization Group)

Coodinator: Susan Schneider

<http://frog-research.org/category/about-us/#sthash.DQocBx9W.dpuf>

ISG's interdisciplinary research group - ISG@Lab

Members of Scientific Council: Gerard Koenig, Philippe Desbrières, Bernard Pras, Emmanuel Coblence

<https://www.isg.fr/recherche/laboratoire>

Keynote Speaker

- February 2021 to 2023: Lions Clube Foundation - Scuola Superiore Maurizio Panti, Rimini, Italy
Lecture: *Gestione delle Risorse Umane (Human Resource Management)*
- December 2022: Bologna Business School – Master in HRM and Organization, online
Lecture: *Understanding the strategic role of HRM in Merger & Acquisitions*
- October 2019: Career Submit – Seminário na Câmara Municipal do Porto, Portugal.
Lecture: *Gestão Internacional de Pessoas (International People Management)*
- September 2019: International Conference in Administration. Ponta Grossa, Brazil.
Lecture: *Competences needed to compete in the 4th Industrial Revolution*
- April 2019: IX International Conference on Human Resources Research and Intervention. Porto, Portugal.
Lecture: *Living the trends: the role of HRM in the digital age.*
- September 2015: Forum of City Halls from Rio de Janeiro State. Rio de Janeiro-RJ, Brazil.
Lecture: *Leadership in Public Sector working in a global environment.*
- December 2013: 3o. Forum of Managers from Secretary of Administration of Goiás. Goiania-GO, Brazil.

Lecture: *How to innovate: the commitment of the leaders*

- September 2013: Brazil National Forum of Secretaries of Administration State – 91° CONSAD, Belém-PA, Brazil. Lecture: *The Evolution of Leadership in the Public Sector*.
- August 2013: Forum “The scope of the law” for the Delegates of Federal Police of Brazil, Brasilia-DF, Brazil. Lecture: *Identity and Leadership*.
- June 2013: II International Congress of Management at FEEVALE University. Lecture: *Innovation and Human Behavior*, Novo Hamburgo-RS, Brazil.
- May 2013: MINAS Benchmarking Center of Innovation. Belo Horizonte-MG, Brazil. Lecture: *Innovation & Organization Behavior*,
- July 2011: Social entrepreneurship: Broking knowledge in the future & Knowledge Management Conference. Valencia, Spain. Lecture: *Knowledge integration in globally distributed teams: the social side of the creativity*.

Languages

- Portuguese (native language)
- Italian (fluent)
- English (fluent)
- French (intermediate)
- Spanish (reading).