

# Renata KAMINSKA

Professeur

Académie : Innovation

Centre de recherche : Knowledge, Technology and Organization

Campus : Sophia

Email : renata.kaminska@skema.edu

## Intérêts de recherche

---

Creativity, Innovation, Knowledge Management, Safety Leadership

## Formation

---

2001            Doctorat, Université Côte d'Azur, France  
1993            DEA en Management, Université Côte d'Azur, France

## Expérience Professionnelle

---

### Positions académiques principales

Depuis 2001    Professor in Management, SKEMA Business School, France  
1999 - 2023    Professeur, SKEMA Business School, France  
1993 - 1996    Assistant Professor in Management, Euro-American Institute of Technology, France

### Autres affiliations académiques

2013 - 2017    Director of MSc International Business, SKEMA Business School, France  
1999 - 2000    External Lecturer, CERAM Business School, France  
1996 - 1998    Assistant Professor in Management, IUT Cannes, France

## Publications

---

### Articles académiques revus

MOLA, L., KAMINSKA, R., RICHEBÉ, N. et CARUGATI, A. (2023). Social strategies for information technology adoption: Social regulation process of mandated enterprise social network systems. *Technological Forecasting and Social Change*, 192(122570).

ANDRIANI, P. et KAMINSKA, R. (2021). Exploring the dynamics of novelty production through exaptation: a historical analysis of coal tar-based innovations. *Research Policy*, 50(2), pp. 104171.

KAMINSKA, R. et BORZILLO, S. (2018). Challenges to The Learning Organization in the Context of Generational Diversity and Social Networks. *Learning Organization*, 25(2), pp. 92-101.

BUCHELT, B.I., FRACZKIEWICZ-WRONKA, A. et KAMINSKA, R. (2017). Key determinants of human resource management in hospitals: stakeholder perspective. *Engineering Management in Production and Services*, 9(2), pp. 105-115.

KAMINSKA, R. et BORZILLO, S. (2016). Organizing for Sustained Innovation: the Role of Knowledge Flows within and between Organizational Communities. *Knowledge Management Research & Practice*, 14(1), pp. 46-54.

FENDT, J. et KAMINSKA, R. (2011). Relevance and Creativity through design-driven action research: introducing pragmatic adequacy. *European Management Journal*, 29(3), pp. 217-233.

BORZILLO, S. et KAMINSKA, R. (2011). Step-in or step-out: supporting innovation through communities of practice. *Journal of Business Strategy*, 32(3), pp. 29-36.

BORZILLO, S. et KAMINSKA, R. (2011). Unraveling the Dynamics of Knowledge Creation in Communities of Practice through Complexity Theory Lenses. *Knowledge Management Research & Practice*, 9(4), pp. 353-366.

ROLLAND, N. et KAMINSKA, R. (2008). Developing Knowledge Sharing Networks to Increase Performance. *Journal of Business Strategy*, 29(5), pp. 4-11.

FENDT, J., KAMINSKA, R. et SACHS, W. (2008). Producing and Socializing Relevant Management Knowledge: Return to Pragmatism. *European Business Review*, 20(6), pp. 471-491.

THOMAS, C., KAMINSKA, R. et MCKELVEY, B. (2005). Managing the MNC and Exploitation/Exploration Dilemma: From Static Balance to Dynamic Oscillation. *Advances in Strategic Management*, 22, pp. 213-247.

GUILHON, A., KAMINSKA, R. et RAPPIN, B. (2003). L'évolution des organisations: une approche fondée sur la théorie Darwinienne. *Revue des Sciences de Gestion*, 204, pp. 7-21.

KAMINSKA, R. et THOMAS, C. (2003). Strategic adaptation of Polish ex-socialist industrial firms in the period of economic transition. *Management International*, 7(3), pp. 25-38.

### **Ouvrages et édition d'ouvrages**

MCKELVEY, B., KAMINSKA, R., SALMADOR, M.P. et ESCOFFIER, N. (2021). *Management in the age of digital business complexity*. Routledge, 286 pages.

### **Chapitres d'ouvrage**

MCKELVEY, B., KAMINSKA, R., PAZ SALMADOR, M.P. et ESCOFFIER, N. (2021). Digital dynamic capabilities. Dans: *Management in the Age of Digital Business Complexity*. 1st ed. Routledge, pp. 153-181.

MOLA, L., KAMINSKA, R. et CARUGATI, A. (2018). Changing institutionalized practices when implementing a mandated technology. Dans: Federico Cabitza, Carlo Batini, Massimo Magni eds. *Organizing for the Digital World*. 1st ed. Springer, pp. 203-214.

KAMINSKA, R. et THOMAS, C. (2017). Bill McKelvey : Dynamique Organisationnelle et Sciences de la Complexité. Dans: Bill McKelvey (ed.). *Les grands auteurs en Management Stratégique*. 1st ed. EMS Éditions.

KAMINSKA, R. (2017). France. Dans: Silke Bustamante, Fabio Pizzutilo, Martina Martinovic, Susana Herrero Olarte eds. *Corporate Social Responsibility and Employer Attractiveness*. 1st ed. Springer, pp. 181-192.

KAMINSKA, R. et TOUSTOU, B. (2015). Managing Diversity for Creativity and Innovation in a Complex World. Dans: A. Wilkinson, K. Townsend & G. Suder eds. *Handbook of Research on Managing Managers*. 1st ed. Cheltenham: Edward Elgar Publishing.

BORZILLO, S. et KAMINSKA, R. (2012). Managing Communities of Practice to Support Innovation. Dans: Alexander Brem et Éric Viardot (ed.). *Evolution of Innovation Management: Trends in an International Context*. 1st ed. London: Palgrave Macmillan, pp. 182-207.

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2012). Building Ambidexterity into a Firm: The control/autonomy dilemma revisited. Dans: Ludovic Dibiaggio, Pierre Xavier Meschi eds. *Management in the Knowledge Economy: New Managerial Models For Success*. 1st ed. Pearson Education, pp. 139-173.

KAMINSKA, R. et BUCHELT-NAWARA, B. (2008). Corporate social performance in a post-transition context: the case of Polish firms. Dans: G. Suder (ed.). *International Business under Adversity: A Role in Corporate Responsibility, Conflict Prevention and Peace*. 1st ed. Cheltenham: Edward Elgar Publishing, pp. 104-118.

KAMINSKA, R. et THOMAS, C. (2007). Fostering learning to build new competencies in times of deconstruction: lessons from Polish ex-socialist firms. Dans: K. Hutchings and K. Mohannak (ed.). *Knowledge Management in Developing Economies: a Cross-Cultural and Institutional Approach*. 1st ed. Cheltenham: Edward Elgar Publishing, pp. 52-71.

KAMINSKA, R. et THOMAS, C. (2007). Dynamique organisationnelle et sciences de la complexité. Dans: T. Loillier et A. Tellier (ed.). *Les grands auteurs en Management Stratégique*. 1st ed. EMS Éditions, pp. 475-492.

### **Articles académiques non revus**

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2008). Odnowa kompetencji organizacyjnych na przykładzie polskich firm postsocjalistycznych w okresie transformacji gospodarczej. *Zarządzanie Publiczne (Public Management)*, 3, pp. 71-90.

### **Actes d'une conférence**

KAMINSKA, R. (2020). The exaptive channel of innovation: A historical analysis.

KAMINSKA, R., MOLA, L., RICHEBÉ, N. et CARUGATI, A. (2019). Understanding the dynamics of digitizing the internal communication: the regulation process of mandated enterprise social networking system (ESNS).

BUSTANTE, S., CASTILLO-APRAIZ, J., KAMINSKA, R. et PIZZUTILO, F. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain.

TOUSTOU, B. et KAMINSKA, R. (2014). Exploring creative process dynamics through complexity theory lenses.

### **Présentations dans des conférences**

KRASNOPEVTSAVA, N., GUNTZBURGER, Y. et KAMINSKA, R. (2021). Leadership for Resilience and Safety Management: Crossing Perspectives on Individual and Collective Tensions in the Nuclear Industry. Dans: AGeCSO (Association pour gestion des connaissances dans la Société et les Organisations) conférence. Chambon-sur-Lac.

KRASNOPEVSTEVA, N., THOMAS, C. et KAMINSKA, R. (2021). Unintended cascading effects of expanding organizational limits for resilience: lessons from the nuclear industry. Dans: AIMS (Association Internationale de Management Stratégique). Online.

KRASNOPEVTSEVA, N., THOMAS, C. et KAMINSKA, R. (2021). Leadership for safety and resilience: challenges of sensemaking across organizational levels. Dans: EURAM (European Academy of Management) Conference. Montreal.

KRASNOPEVSTEVA, N., THOMAS, C. et KAMINSKA, R. (2021). Resilience and organizational limits in the high-risk nuclear industry context. Dans: EGOS (European Group for Organization Studies). Amsterdam.

JUBAULT KRASNOPEVTSEVA, N., THOMAS, C. et KAMINSKA, R. (2020). The Dynamics of Safety Risk Perception in High Reliability Organizations. Dans: European Safety and Reliability Conference. Venice.

MOLA, L. et KAMINSKA, R. (2020). The dynamics of digitizing the internal communication: the regulation process of mandated Enterprise Social Networking System (ESNS). Dans: WOA 2020 - Workshop di Organizzazione Aziendale. Milano.

TOUSTOU, B. et KAMINSKA, R. (2019). How junior and senior scientists support one another along the different stages of the creative process. Dans: AIMS (Association Internationale de Management Stratégique). GRENOBLE.

KAMINSKA, R., KRASNOPEVTSAVA, N. et THOMAS, C. (2019). The dynamics of safety risk perception in high reliability organizations. Dans: EGOS (European Group for Organization Studies). Edinburgh.

KAMINSKA, R., KRASNOPEVTSAVA, N. et THOMAS, C. (2019). The dynamics of safety risk perception in high reliability organizations. Dans: BAM (British Academy of Management) Conference. Birmingham.

JUBAULT KRASNOPEVTSEVA, N., THOMAS, C. et KAMINSKA, R. (2019). Deep Leadership: a Critical Realist Approach to Revisit the Role of Leadership in High-Risk Organizations. Dans: EURAM (European Academy of Management) Conference. Lisbon.

TOUSTOU, B. et KAMINSKA, R. (2019). Creative process among junior and senior researchers in a High-Tech Industrial Organization: The Role of Experience in Mobilizing Social Resources during the Four Stages of the Creative Process in a High-Tech Industrial Organization. Dans: AIMS (Association Internationale de Management Stratégique). Grenoble.

- KAMINSKA, R. (2019). Understanding the dynamics of digitizing the internal communication: the regulation process of mandated enterprise social networking system. Dans: PROS. Crete.
- KAMINSKA, R. (2018). Safety Leadership in Complex High Risk Environments: a theoretical synthesis and integrative framework. Dans: BAM (British Academy of Management) Conference. Bristol.
- KAMINSKA, R. (2018). Safety Leadership in High Risk and Highly Regulated Sectors: a Theoretical Framework. Dans: EGOS (European Group for Organization Studies). Tallinn.
- KAMINSKA, R. (2018). From Fragrance to Spirits: a Co-evolutionary Perspective on the Exaptation of Knowledge and New Market Creation. Dans: EGOS (European Group for Organization Studies). Tallinn.
- KAMINSKA, R. et TOUSTOU, B. (2018). The Role of Social Interactions in Creative Process Dynamics: An Integrative Model. Dans: EURAM (European Academy of Management) Conference. Reykjavik.
- RICHEBÉ, N., TOUSTOU, B. et KAMINSKA, R. (2018). Comment les artistes des arts vivants de la nouvelle économie créative travaillent en réseau, communiquent et coopèrent ? Dans: Creativity Week at Webster University Geneva. Genova.
- BUSTANTE, S., CASTILLO-APRAIZ, J. et KAMINSKA, R. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain, Conference. Dans: L'Impresa Sostenibile alla Prova del Dialogo. Taranto.
- BUSTANTE, S., CASTILLO-APRAIZ, J. et KAMINSKA, R. (2018). CSR and Employer Attractiveness among Millennials: the Case of France, Italy and Spain. Dans: L'Impresa Sostenibile alla Prova del Dialogo. Taranto.
- KAMINSKA, R. (2017). Partager des Connaissances: Les Entreprises Doivent Lever Leurs Freins Internes. Dans: Conférence Ecosystème d'Innovation, 15 March, SKEMA Paris. Paris.
- KAMINSKA, R. et IDJÉRAOUI-RAVEZ, L. (2017). Emergence of the Creative 'Middleground': the case of the Côte d'Azur region in the South of France. Dans: EGOS (European Group for Organization Studies). Copenhagen.
- KAMINSKA, R., MOLA, L. et CARUGATI, A. (2017). Flight with me? Collaborative Mandated Technology: the Organizational Paradox Flight with me? Collaborative mandated technology: the organizational paradox. Dans: itAIS. Milan.
- KAMINSKA, R. et MUKERJEE NATH, J. (2016). Designing for entrepreneurship and emergence: an Indian high tech start-up's quest to stay 'at the edge of chaos'. Dans: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R. et J., M.N. (2015). Designing for self-organization and emergent opportunities: a complexity theory perspective on a growing strat-up's journey towards becoming the 'Google of India'. Dans: EGOS (European Group for Organization Studies). Athens.
- ANDRIANI, P., SIEDLOK, F. et KAMINSKA, R. (2015). Post-Collapse Evolution: the Case of the Emergence of the Subsea Technology Cluster in England. Dans: AOM American Academy of Management Conference. Vancouver.
- TOUSTOU, B. et KAMINSKA, R. (2015). Exploring Creative Process Dynamics. Dans: AOM American Academy of Management Conference. Vancouver.
- TOUSTOU, B. et KAMINSKA, R. (2015). The Role of Social Resources, Pleasure and Play in the Creative Process: the Case of Researchers in a Leading European Hi Tech Company. Dans: Organization Studies Workshop on Organizational Creativity, Play and Entrepreneurship. Chania.
- TOUSTOU, B. et KAMINSKA, R. (2014). Exploring creative process dynamics through complexity theory lenses. Dans: EGOS (European Group for Organization Studies). Rotterdam.
- TOUSTOU, B. et KAMINSKA, R. (2014). Exploring Creative Process Dynamics through Complexity Theory Lenses. Dans: EGOS Colloquium 'Reimagining, Rethinking, Reshaping: Organizational Scholarship in Unsettled Times. Rotterdam.
- ANDRIANI, P., SIEDLOK, F. et KAMINSKA, R. (2013). Creative Destruction or Destructive Creation? The Role of Collapse in the Evolution of Socio-Technical Systems. Dans: European Meeting on Applied Evolutionary Economics. Sophia Antipolis.

- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2011). Building Dynamic Capabilities in Times of Drastic Change: Lessons from Complexity Science. Dans: International Conference on Complex Systems. Boston.
- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2010). Building Dynamic Capabilities in Times of Drastic Change: Lessons from Complexity Science. Dans: Journal of Management Studies Conference: Micro-level Origins of Organizational Routines and Capabilities. Helsinki.
- BONNOTTE, D., KAMINSKA, R. et WALAS, M. (2009). Paving the way to greener health care institutions in France. Dans: IAMOT, International Conference on Management of Technology. Orlando, Florida.
- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2009). Building Dynamic Capabilities in Times of Drastic Change. Dans: AOM American Academy of Management Conference. Chicago.
- FENDT, J. et KAMINSKA, R. (2009). Bridging the Relevance Gap between Research and Practice. Dans: EURAM (European Academy of Management) Conference. Liverpool.
- KAMINSKA, R. et MURZYN, K. (2009). Emergence of Entrepreneurial Mindset on the Example of Biotechnology Firms in Poland. Dans: EURAM (European Academy of Management) Conference. Liverpool.
- FENDT, J. et KAMINSKA, R. (2009). Leadership Strategies for an Uncertain World: Is Complexity Leadership Real? Is it Practicable? Dans: Strategic Management Society annual Conference. Washington, D.C.
- KAMINSKA, R. et BORZILLO, S. (2009). Staying at the Edge of Chaos by Stimulating Organizational Innovation through Communities of Practice. Dans: EGOS (European Group for Organization Studies). Barcelona.
- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2009). Renewing Organizational Competencies in Times of Drastic Change. Dans: EGOS (European Group for Organization Studies). Barcelona.
- KAMINSKA, R. et BUCHELT-NAWARA, B. (2009). Some Empirical Findings on Corporate Social Performance in Polish Firms. Dans: IHRM (International Resource Management Conference). Tallinn.
- KAMINSKA, R. et ROLLAND, N. (2008). From Dynamic Capabilities to Corporate Intelligence: Lessons from Complexity Theory. Dans: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R. et ROLLAND, N. (2008). On Leadership, Emergent Distributed Intelligence and Strategic Adaptation in High Velocity Markets: Lessons from Complexity Science. Dans: EGOS (European Group for Organization Studies). Amsterdam.
- BONNOTTE, D., KAMINSKA, R. et WALAS, M. (2008). Comment transformer des contraintes de développement durable en des opportunités de création d'entreprises innovantes ? Le cas Aquariolis. Dans: EUROMOT (European Conference on Management of Technology). Sophia Antipolis.
- KAMINSKA, R. et FENDT, J. (2008). The Question of Relevance in Management Science: and a Revisit of Action Research. Dans: AOM American Academy of Management Conference. Anaheim.
- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2008). Building Dynamic Capabilities in Extreme Conditions as Polish Firms Go Private: Lessons from Complexity and Econophysics. Dans: EGOS (European Group for Organization Studies). Amsterdam.
- KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2008). Renewing Dynamic Capabilities at Times of Crisis: the Role of Regulation Process in the Emergence of Semistuctures. Dans: OSW (Organization Studies Workshop). Cyprus.
- KAMINSKA, R., FENDT, J. et SACHS, W. (2007). Relevance in Management Research: Getting One's Hands Very Dirty. Dans: AOM American Academy of Management Conference. Philadelphia.
- KAMINSKA, R., FENDT, J. et SACHS, W. (2007). Concepts of Truth and Relevance in Management Research, Education and Publishing: A Pragmatic Consideration. Dans: OSW (Organization Studies Workshop). Crête.
- KAMINSKA, R. et ROLLAND, N. (2006). Networking Dynamic Capability and Product Innovation: the case of Networking Attitude Project at DANONE. Dans: Strategic Management Society annual Conference. Vienna.
- KAMINSKA, R., THOMAS, T. et MCKELVEY, B. (2006). On the Coevolution of Causality: A Study of Aristotelian Causes & Other Entangled Influences. Dans: AOM American Academy of Management Conference. Atlanta.
- ROLLAND, N. et KAMINSKA, R. (2006). From Individual Learning to Firm's Dynamic Capabilities: Some Lessons from Danone's Knowledge Marketplace. Dans: EGOS (European Group for Organization Studies). Bergen.

KAMINSKA, R., SACHS, W. et DIELEMAN, M. (2006). Managing Dilemma's in Organizations, Irregular Oscillation and Coevolving Causalities. Dans: EGOS (European Group for Organization Studies). Bergen.

KAMINSKA, R. et THOMAS, C. (2005). Organisational Competence Renewal in Polish Firms During the Transition to Market Economy. Dans: Colloque International Entreprises et Crises Economiques au XXe siècle. Metz.

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2005). Managing the Control/Autonomy Dilemma: from Impossible Balance to Rhythmic Oscillation Dynamics. Dans: AOM American Academy of Management Conference. Honolulu.

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2005). Unravelling Organisational Dynamics: a Multi-Causal Coevolutionary Perspective. Dans: EGOS (European Group for Organization Studies). Berlin.

KAMINSKA, R., THOMAS, C. et SACHS, W. (2005). Dynamic Capabilities and Competence Building Process in Times of Environmental Turbulence. Dans: International Conference Enterprise in Transition. Split.

KAMINSKA, R. et SACHS, W. (2004). Importing Problems to Where Solution Competencies Lie as a Way of Addressing Challenges to Multinational Strategies, Products and Services in Transition Economies. Dans: International Business in Transition Economies Conference. Riga.

KAMINSKA, R. et THOMAS, C. (2004). Unravelling Entangled Organizational Dynamics: Coevolutionary Causalities Underlying 21st Century Management. Dans: Annual Organization Science Winter Conference: Pushing the Boundaries in Organization Science. Steamboat.

KAMINSKA, R. et THOMAS, C. (2003). Cognitive Interactions, Innovation and Flexibility: What Architecture for New Organizational Forms? Dans: EGOS (European Group for Organization Studies). Copenhagen.

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2003). Managerial Problems from Coevolving Causalities: Unraveling Entangled Organizational Dynamics. Dans: AISM (Advances in Strategic Management) Conference. Paris.

KAMINSKA, R., THOMAS, C. et MCKELVEY, B. (2003). Managerial Problems from Coevolving Causalities: Unraveling Entangled Organizational Dynamics. Dans: Advanced International Summer School: e- Business and Complexity: New Management Practices, Conference on New Approaches to Strategic Management. Otsuni.

KAMINSKA, R., MACHAT, C. et THOMAS, C. (2003). How to Manage Sustained Product Development: the Case of Innovtech. Dans: European Congress on Work and Organizational Psychology. Lisbon.

KAMINSKA, R. et THOMAS, C. (2002). Strategic renewal and competence building in times of deconstruction. Dans: EGOS (European Group for Organization Studies). Barcelona.

KAMINSKA, R. et THOMAS, C. (2001). Strategic Responses of Polish ex-Socialist Industrial Firms in the Post Rupture Context. Dans: Management International: Les pays en transition ou en integration. Angers.

KAMINSKA, R. et THOMAS, C. (2001). The Relationship between Organisational Capabilities and Strategy Formation Process: the Example of Polish ex-Socialist Firms During the Transition from Centralised to Market Economy. Dans: EGOS (European Group for Organization Studies). Lyon.

KAMINSKA, R. et MOREAU, F. (2001). Le cheminement stratégique des entreprises polonaises dans la période de transition entre l'économie centralisée et l'économie de marché. Dans: AIMS (Association Internationale de Management Stratégique). Québec.

KAMINSKA, R. et SOSTHÉ, F. (1999). Transition from Centralised to Market Economy: the Case of the Polish Chemical Industry. Dans: International GTD Conference (Groupe Transition-Développement, Espace Europe). Grenoble.

KAMINSKA, R. (1999). Processus de concurrence et formation des stratégies. Le cas d'une entreprise ex-étatique polonaise. Dans: Conférence Internationale du Réseau PGV. Ustron.

### **Études de cas publiées**

BIDAULT, F., TAISHOFF, M. et KAMINSKA, R. (2021). Culinary Jet Concierge: Flying Through Turbulence. Cranfield University. The Case Centre.

### **Supervision de thèses / HDR**

Depuis 2020 A. PIZZUTTI, SKEMA Business School, Doctorat, Co-directeur de thèse

2022 N. KRASNOPEVTSEVA, SKEMA Business School, Doctorat, Co-directeur de thèse