

# Pierre KLETZ

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## Education

Institution	Degree(s) or Diploma(s) obtained:
IAE Paris -Sorbonne Graduate Business School University Paris 1 Pantheon-Sorbonne	Habilitation (HDR- Habilitation à diriger des recherches) "On Organizational Forgetting," successfully defended on July 13, 2004
H.E.C. School of Management Paris	Ph.D. Management Studies, (Highest Honors), 1997
National Competition	C.A.P.E.S in Economics and Sociology (2 <sup>nd</sup> place in National "competition" for teachers in French high schools), 1991
Graduated of the National School of Statistics and Economic Administration (E.N.S.A.E.)	M.Sc, 1989
Paris 7 René Diderot University	M.A. in Sociology, 1989
University of Paris X Nanterre	M.Sc. Quantitative Management Methods (Honors), 1986
University of Paris X Nanterre	B.A. Economics, 1984

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## Professional Experience

Date: January 2010 to Present  
Organization: Ben-Gurion University of the Negev, Guilford Glazer Faculty of Business and Management  
Position: Tenured Professor of Leadership and Management  
*Date: 2011 to Present*  
*Position: Founder and Director of the Social Leadership MBA Program*  
*Date: 2018 to Present*  
*Position: Chair, Department of Public Policy & Administration*

- Key Responsibilities:
- **Strategic Leadership:** Founder and Director of the Mandel Social Leadership MBA (SLMBA) Program
    - Responsible for leading, managing, and overseeing all aspects of the SLMBA Program, including driving and implementing the accreditation process for the European Program Accreditation System (EPAS), which was awarded in May 2015.
    - The SLMBA is the only program in Israel with such an international accreditation, which accredits business and/or management program for its international perspective, high quality curriculum, and compatibility and/or conformance with the Bologna structure.
  - **Fundraising and Partnership Management:**
    - Identified and established links with businesses, non-profit and non-governmental organizations and foundation in Israel, France, and the US;
    - Created partnerships with foreign universities (e.g., Duke, Sorbonne, Henley, NYU)
    - Fundraising and Philanthropy relationship.
  - **Program and Curriculum Design and Delivery:** Designed and developed program curriculum, with first cohort August 2011, and ninth cohort in August 2019, attracting more than 100 candidates each year for 25 students accepted; as Tenured Professor,

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developed and teach the following courses

- Organizational behavior; vision and organizational learning in non-profit institutions;
  - The wisdom of practice: challenges of leadership in non-profit institutions of human improvement;
  - "Case study" as a method in academic research and in the work of analyzing organization.
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Date: 2013 to 2013

Position: UNDP Consultant in Capacity Building

Organization: United Nations Development Programme / Government of Myanmar

Location: Myanmar

- Key Responsibilities:
- **Project Title:** "Support to Myanmar Public Civil Servant Sector - Component Training of Trainer & Senior Manager Course," funded by the UNDP and implemented by the International Management Group (IMG);
  - **Project Delivery:** Developed and delivered a course module in Leadership Development.
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Date: 2006 to 2014

Position: Vice President

Organization: Mandel Foundation

Location: Israel

- Key Responsibilities:
- **Strategic Leadership:** Managed and led a bi-national foundation (US-Israel), one of the main international institutions in the field dedicated to Educational and Social Leadership.
  - **Program Operational Management:** Responsible for managing a staff of 110 FTEs; served as Head of Operations, supervising the Finance Department, HR Unit, IT Department, and Communications Department, as well as overseeing operational processes and special projects in the following capacities:
    - Sep 2010- Jan 2014: Director of Operational Processes, Special Projects, and Mandel Graduate Unit;
    - Mar 2009 – Sep 2010: Director of Operational Processes and Special Projects;
    - Jan 2007 – Oct 2011: Director of the Mandel Graduate Unit.
  - **Program Design and Delivery:** Responsible for the implementation, management, supervision and evaluation of all activities of the Mandel Graduate Program and Leadership Training.
  - **Community and Social Development:** Created and supported learning communities and communities of practice.
  - **Stakeholder Cultivation and Engagement:** Established and managed relationship with key stakeholders, including the Israel Ministry of Social Affairs for the supervision of the "indicators project" for change management in the Ministry.
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Date: 2002 to 2006

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**Position:** Associate Professor - Tenured;  
Founding Director of the Masters of Public Management Program;  
Committee Chair to Award Academic Credit for Prior Experience

**Organization:** François Rabelais University School of Law, Université de Tours

**Location:** Tours, France

**Key Responsibilities:**

- **Strategic Leadership:** Founded and oversaw the M.Sc. Program in Public Management Program (DESS) from its inception in 2001 until September 2005.
- **Program Design and Delivery:** Oversaw the implementation, management, supervision and evaluation of all activities of the DESS Program, as well as served as Member from 2002 to 2004 and Chair from 2005 to 2006 of the committee to award academic credit for prior experience (VAE).

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**Date:** 2001 to 2005

**Position:** Special Academic Advisor to the Director General

**Organization:** European Foundation for Management Development

**Location:** Brussels, Belgium

**Key Responsibilities:**

- **Strategic Leadership:** Served as Academic Advisor to the Managing Director
- **Program Management and Delivery:**
  - Managed United Nations Global Responsibility Initiative, the European section of the UN Global Compact;
  - Head of the “Methods for the capitalization of experience and retrospective evaluation of the Durable Development program of the European Commission and EFMD;
  - Head of the thinking group on the introduction of criteria of social responsibility in the EQUIS (European Quality Improvement System) certification process;
  - Conducted a study among the members of the strategic directions to be chosen by the EFMD (submitted by the managing director of the EFMD to its board in May 2006).

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**Date:** 1998 to 2004

**Position:** Senior Lecturer

**Organization:** University François Rabelais de Tours

**Location:** Tours, France

**Key Responsibilities:**

- **Strategic Leadership:** Founded and directed the M.Sc. DESS Program in Public Management Program.
- **Program Design and Delivery:** Developed and taught management and leadership courses, and served as Member from 2002 to 2004 of the VAE Committee.

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**Date:** 1994 to 1999

**Position:** Academic Director

**Organization:** HEC School of Management Paris, Eastern and Central Europe Centre

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**Location:** Paris, France

**Key Responsibilities:**

- **Strategic Leadership:** Oversaw a 20-person unit dedicated to tendering for and fulfilling European Commission contracts; overall responsibilities also included:
  - International co-operation between HEC, the London Business School and Norwegian School of Economics and Business Administration (NHH-Bergen) within the Szkoła Biznesu Politechniki Warszawskiej (MBA in English, MA in French);
  - Liaised and coordinated with HEC and the European Consortium leading the Management programs of the KIMEP University in Almaty, Kazakhstan.
- **Program Operational Management:** Executed 12 contracts of over EUR 500,000, as well as other smaller contracts.
- **Program Design and Delivery:**
  - Created and developed an MBA course in Budapest;
  - Developed and implemented a French M.A. course: “Management Européen avancé” in Szkoła Główna Handlowa in Warsaw, Poland.

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**Date:** 1997 to 1998

**Position:** Lecturer

**Organization:** University Paris X Nanterre, Professional Management Engineering Institute

**Location:** Nanterre, France

**Key Responsibilities:** In charge of Master Program in Small and Mid-Sized Business and Industrial Management.

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**Date:** 1991 to 1995

**Position:** Business Process and Organizational Design Consultant

**Organization:** CHD Consultants - CHD AVEXI

**Location:** France

**Key Responsibilities:**

- Re-organization through value analysis of administrative processes in the city council of Soissons (France);
- Organization of the Department of Technical and Urban services in the Soissons City Council;
- Recruitment missions for CHD;
- Development of the recruiting and training plan for the junior staff of E.F.C.A.D (Intermarché group).

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## Additional Employment and Teaching Information

**Date:** 2007 to 2008

**University:** Sapir College, Israel

**Course:** “Decisions in Public Management”, Semester course

**Date:** 2002 to 2006

**University:** University of Belgrade

**Course:** Organizations Theory

**Date:** 2000

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University: Hebrew University, Jerusalem

Position: Visiting Research Fellow, School of Business Administration

Date: 1996 to 2001

University: Warsaw University of Technology, Poland

Position: Visiting professor

Date: 1996 to 2001

University: Warsaw School of Economics in Warsaw (SGH), Poland

Position: Visiting Professor

Date: 1994 to 1995

University: Academy for External Trade Moscow

Position: Professor of Human Resources Management

Date: 1989 to 1991

Employer: Ministry of Labor, France

Position: Statistician

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## Languages

Language	Reading	Speaking	Writing
English	Proficient	Proficient	Proficient
French	Proficient	Proficient	Proficient
Hebrew	Proficient	Proficient	Proficient
Spanish	Working Knowledge	Working Knowledge	Working Knowledge

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## Membership

- 2014-Present: Member of the European Academy of Sciences and Arts
- 2010- Present: Member of the international “R&D” steering committee of the European Foundation for Management Development (12 members)
- 2009-Present: Member of the Société Française de Management/ French Academy of Management
- 2003-2006: Member of Founders’ Group of ADERSE (Association pour le Développement de l’Enseignement et de la Recherche sur la Responsabilité Sociale de l’Entreprise – Association for the Development of Teaching and Research on Corporate Social Responsibility)
- 2001- 2005: Coordinator of the EU/UN project “Global Responsibility Initiative”, constituent for Europe of the “Global Compact” UN program.
- 1998-2005: Member of the research group DRISSE (Discours, Représentations et Interactions Sociales en Stratégie d’Entreprise- Discourse, Representations and Social Interactions in Business Strategy)

## Honors and Publications

### *Honors Citation Awards*

- Since July 4th, 2014: Elected as active member of the European Academy of Sciences and Arts
- Award for Excellence 2002, “Outstanding contribution” of The Journal of Management Development (references infra);
- "Emerald Reading List Assist" 2011, for an article published in 2009 in Management Decision (reference in the list of publications).

### *Fellowship*

- February 2001-July 2001: Granting institution: FNEGE (Fondation Nationale pour l’Enseignement de la Gestion des Entreprises- National Foundation for Companies Management Academic Education); Amount : \$15000;
- September 2001- June 2002 : Mandel Foundation-Israel, Amount: \$60,000, “Mandel Fellow,” Purpose of fellowship: Educational Leadership.

### *Editorship of Collective Volumes*

- Collective book by the DRISSE research group (Discours, Représentations et Interactions sociales en Stratégie d'Entreprise), 2001: Editors: Mounoud, E., Colas, H., de la Ville, V.I., Durand, T., Kletz, P., Pesqueux, Y., Pruvost, F., Ramanantsoa, B., Rouleau, L. Le management stratégique en représentations, Ellipses, 2001, Paris, 352 pages.
- Collective book by DRISSE the research group (Discours, Représentations et Interactions sociales en Stratégie d'Entreprise), 2004 Editors: Basso, O., Colas, H., de la Ville, V.I., Durand, T., Kletz, P., Mounoud, E., Pesqueux, Y., Pruvost, F., Rouleau, L.: Subjectivité et Idéologie dans les Représentations en Management Stratégique, l'Harmattan, 2004, Paris).

### ***Referred Chapters in Collective Volumes, Conference Proceedings, Festschrifts, etc.***

1. Kletz, P. 1994. "L'apport de l'éthique à la G.R.H. : Un code pour l'action ? Eléments d'une approche kantienne, " fourth congress of the Association de Gestion des Ressources Humaines, Montpellier, November ;
2. Kletz, P. 1998. "Does the globalization of the firm's activities imply a rupture of its logical grasp of ethics?" Conference, Alcala de Henares, July 13–16 ;
3. Kletz, P. 1999. " La "sociologie du présent" d'E. MORIN : une méthode permettant de mettre en relation les notions d'événement et de représentation dans la stratégie d'entreprise ? " Eighth conference of the International Association for Strategic Management, Ecole Centrale Paris, May 28;
4. Kletz, P. 2000. "The emergence of a work market within firms in transition: Beyond the geocentric approach," Conference of the Administrative Science Association of Canada/IFSAM, Montreal, July 11;
5. Kletz, P. 2000. " Le modèle du droit constitue-t-il l'unique référent à la réflexion sur l'éthique en sciences de gestion ? Les limites du dogmatisme en éthique des affaires, " IAE conference, Biarritz, September ;
6. Kletz, P., 2001. " La recherche en éthique des affaires face à la non-reconnaissance d'une représentation du bien préexistante à l'action en organisation," pp. 225–281 in DRISSE Le management stratégique en représentations, Ellipses;
7. Kletz, P. 2002. "Is it relevant to teach management for non-profit organizations?" Symposium, "What is a manager: An essential question for management education," Academy of Management, Denver, August;
8. Kletz, P. 2002. "Regulation and Purpose in Business Ethics," IFSAM conference, Brisbane, July;
9. Kletz, P. 2002. "Training Managers in the Network of Foreign Companies Based in Central and Eastern Europe" Conference of the Academy of Management - Denver, August;
10. Kletz, P., Mounoud, E. 2004. " La représentation de soi en organisations" , pp. 65–90 in Subjectivité et Idéologie dans les Représentations en Management Stratégique, in DRISSE (Discours, Représentations et Interactions sociales en Stratégie d'Entreprise), l'Harmattan ;
11. Kletz, P. 2005. "Stakeholder Theory and Normative Approaches," in M. Bonnafous-Boucher and Y. Pesqueux, eds. Stakeholders Theory: A European Perspective, Palgrave-McMillan;
12. Kletz, P., Pesqueux Y. 2006. "Globalization towards Universalism: The Case of CSR" in J. Allouche, ed. Corporate Social Responsibility: Concepts and Accountability, Palgrave-McMillan;
13. Cornuel, E., Kletz, P. 2007. "Issues of Education in Corporate Social Responsibility" in J. Allouche, ed. Corporate Social Responsibility: Performances and Stakeholders, Palgrave-McMillan;

14. Almog-Bareket, G., Kletz, P. 2010. Crystallizing a Vision and Translating it into a Management Strategy, Conference of the International Federation of Scholarly Associations of Management (IFSAM), Paris, July;
15. Kletz, P., Marom, D. 2010. " Enseigner le judaïsme à l'école est un métier " in Fox, S., Scheffler, I., and Marom, D. eds. Visions plurielles de l'éducation juive. P.U.F.;
16. Kletz, P., 2011. "We are different—and it just doesn't work out !" Ovnaïm & Avnei Rosha, (in Hebrew; "אנחנו (ראשה אבני ומכון אבניים מכון הוצאת- גוברין שבי בעריכת, הקולות את רואים - "מסתדר לא פשוט זה-שוניס");
17. Kletz, P. 2012. Practical wisdom for management from traditions, paper at the 25th annual conference of the European Business Ethics Network (EBEN): Work, Virtues and Flourishing : Better People, better organizations, better societies , IESE, Barcelona, September ;
18. Kletz, P., 2012. " Codes d'éthique et pédagogie de la transgression" in Encyclopédie des Ressources Humaines, Vuibert, Paris, 2007, revised edition, 2012, 562-570;
19. Kletz, P., 2012. " Les fondations, élément structurant du tiers secteur en matière de GRH " in Encyclopédie des Ressources Humaines, Vuibert, Paris, 665-670;
20. Kletz, P., 2013. "Practical Wisdom for Management from Spiritual and Philosophical Traditions" ABIS-Yale Culminating Conference Practical Wisdom for Management", Yale University, July 9-10, (proceedings available on the CD of the conference);
21. Kletz, P. 2014. "The dynamic between management science and its quest for truth and management education and its quest for good -Beneficence in management training for the third sector" Third annual Higher Education Research Conference "Research on Higher Education Management, Management Education and Business Schools: Developments & Discoveries", Stockholm, May14-15 ( text available on the site of the conference)
22. Kletz, P., 2016. "Practical Wisdom Might Harm Sustainable Management", Panel "Practical Wisdom", International Conference on CSR, Sustainability and Governance, " Sustainability as New Business Paradigm", 01-03 August, Cologne
23. Kletz, P., Cornuel, E. "Does social entrepreneurship correct or complement for-profit entrepreneurship" in *Sustainable entrepreneurship and social innovation* Editors: Nicolopoulou, K., Karatas-Ozkan, M., Janssen F. and Jermier J. Publisher: Routledge, 2016
24. Kletz, P., "Mentoring in Business Schools", Panel "Academic Institutions, Science, and Unconventional Strategies for Innovation"- Session Differentiation Strategies of Local Embeddedness for Business Schools Around the World, October 30,2017, Strategic Management Society Conference, Houston, October 28-31,2017
25. Kletz, P., Almog-Bareket, G., "Business Education in Israel" in *The Future of Management Education*, Dameron,S., Durand, T., (ed.), Palgrave Macmillan, 2017
26. Kletz, P., "Beyond tools to Manage Transitions", Session "Practical Wisdom for Management"-, November 14,2018, The 8<sup>th</sup> International Conference on Sustainability & Responsibility, Responsible Leadership in Times of Transformations, Cologne, November 14-16, 2018
27. Habisch, A., Kletz, P., Chairs, Session "Practical Wisdom for Management"-, November 14,2018, The 8<sup>th</sup> International Conference on Sustainability & Responsibility, Responsible Leadership in Times of Transformations, Cologne, November 14-16, 2018

### **Refereed articles in scientific journals:**

28. Kletz, P. 1998. "La recherche récurrente d'une définition indiscutable de l'éthique en management symptôme d'une incapacité à élaborer une véritable réflexion sur le bien ?" *Revue Ethique des Affaires* (summer) : 61–70;
29. Cornuel, E., Kletz, P. 2001. "Evaluating managers' performance in companies in transition," *The Journal of Management Development* 20(1) (January): 28–37 [received the journal's outstanding contribution award for excellence for 2001]
30. Cornuel, E., Kletz, P. 2001. "An empirical analysis of priority sectors for managers' training," *The Journal of Management Development* 20(5) (October): 402–41 -
31. Cornuel, E., Kletz, P. 2002. " Le développement de la chaîne logistique dans une économie en transition," *Revue française de gestion* 28(137) (January-March): 27–43;
32. Kletz, P. 2002. "Can a public service ethos accommodate the transposition of total quality methods?" *The European Business Journal* 14(4) (December): 197–205
33. Kletz, P. 2002. " L'éthique des affaires doit-elle faire l'objet d'une connaissance préalable pour être mise en œuvre ? » *Revue Sciences de gestion* 35 (winter): 139–171;
34. Cornuel, E., Kletz, P. 2003. "Global responsibility and total freedom," *Corporate Governance* 3(3): 39–51
35. Kletz, P. 2006. "Continuing education, a turning point in the careers of central and east European managers," *European Union Review of Organizing*, November;
36. Kletz, P. 2009. "Research in Global Responsibility, a Challenge for Management Education», *Management Decision*.47(10) (November): pp.1532-1594 (this article was selected to be included in the Emerald Reading ListAssist)
37. Cornuel, E., Habisch, A., Kletz, P. 2010. "The Practical Wisdom of the Catholic Social Teachings," *The Journal of Management Development* 29(7/8): 747–754 (
38. Cornuel, E., Kletz, P. 2011. "The Non Profit Turn and its Challenges for Business Schools: Foundations for a New Vision in Third Sector Management Training," *The Journal of Management Development*.30(5): 483-492
39. Kletz, P., Almog-Bareket, G., Habisch, A., Lenssen, G., and Loza Adai, C. 2012. "Practical wisdom for Management from Jewish tradition," *The Journal of Management Development*.31 (9): 879–886
40. Almog-Bareket, G., Kletz, P. 2012. "Jethro's Understanding of Administration and The Convergence of Inter-Organizational Goals," *The Journal of Management Development* 31(9): 899–900
41. Cornuel, E., Kletz, P., « Passer de la boîte noire à l'innovation sociale : un défi et une responsabilité pour les écoles de management- Moving from the black box to social innovation: A challenge and a responsibility for business schools » *Gestion 2000*, January 2018
42. Kletz, P., Colas, H., "Knowledge, forgetting, and habits in organizations: How practical wisdom takes us beyond determinism" submitted *Business Ethics A European Review*

### **Published Scientific Reports and Technical Papers**

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43. Eiges, G. Kletz, P Terrasse, C. Research Survey “Sustainable Societal and Business Management Development”, 750 participants, 46 nationalities, for the global responsibility committee. Presentation on June 2002, Bangkok;
44. Haas, P. Kletz, P. Lis, J. Final Project Report (1998) “Trends for Development of Professional Competences in the French Jewish Community”, French United Jewish Appeal;

### ***Unrefereed Professional Articles and Publications***

45. Kletz, P. 2003. “Viewpoint: Global Responsibility and Total Freedom” FORUM magazine – Brussels, autumn 2003;
46. Kletz, P. 2002. “Can a public service ethos accommodate the transposition of total quality methods?” The European Business Journal 14(4) (December): 197–205 (citations:5);
47. Kletz, P. 2002. “Change management strategies for global companies. The case of foreign owned companies in Lithuania” FORUM magazine – Brussels – Spring;
48. Kletz, P. 2001. “Managers localization- a changing work place for companies in transition” FORUM magazine- Brussels, autumn 2001;

### ***Books and Articles to be Published***

49. Kletz, P. “Contribution to a Redefinition of the Notion of Responsibility in Education: The Case of the MGU” accepted in Pekarsky, D. (ed.): Ideas at Work in the Service of Human Progress – forthcoming 2015;
50. Kletz, P. “Does social entrepreneurship correct or complement for-profit entrepreneurship” abstract accepted, in “Sustainable entrepreneurship and social innovation” Editors: Nicolopoulou, K., Karatas-Ozkan, M., Janssen F. and Jermier J. Publisher: Routledge, forthcoming 2015, Deadline for submission of draft chapters: 31 October 2014.