Title : THE AMBIGUITY OF « MEANING » TO « SENSEMAKING » AS POLYSEMOUS PROCESS

Authors : Rim BOUTIBA & Olfa ZERIBI BEN-SLIMANE

Abstract_ This article aims to shed light on research in organizational behavior by providing a synthesis of polysemous apprehension of concepts of meaning and sensemaking. More and more research analyzes the concepts of meaning and sensemaking without defining its contours. Thus, our research sheds light on the various researchers concerning the concept of meaning. Depending on the nature of the researcher's study, the meaning has been defined as: a cause or reason, projective and retrospective orientation, meaning or construction, a total package. Our analysis also consents to highlight the disparate representations of the sense-making process. The sensemaking was apprehended as a process: retrospective and projective cognitive, discursive and narrative sense of creative, complex and global. It is clear from this analysis the procedural and the subjective nature of sensemaking.

Keywords: meaning, sensemaking, process, polysemous, apprehension.

Title: Power and witchcraft inside organisation in africa. an intercultural perspective

Abstract: Analysis of power within the context of African organisations commonly reveals situations that get away to the observed models of analysis in literature, especially from many authors in the sociological field of organisation (Weber, 1971; Dahl, 1957; Crozier et Friedberg, 1977). Most often in Africa and mainly in subsaharian region, the practice of power refers to someone's capacity to mobilize attributes and resources from an invisible universe, which is only accessible to initiated people, following social and traditional practices. That initiatory vision of power put on again in question the theoretical models commonly mentioned and which are not helpful to well understand the real stakes of power within the African subsaharian context.

Keywords: power, witchcraft, invisible universe, organisation, management, Africa.

Title: Leadership and managerial authority within religious organizations: the minister, the imam, the priest and the rabbi.

Authors: *Lovanirina RAMBOARISON LALAO, Alioune BAH & Isabelle BARTH*

Abstract: Our qualitative comparative study explores the authority and the leadership styles of four religious leaders in a managerial perspective: the minister, the imam, the priest and the rabbi. Our in-depth interviews aim to better comprehend the similarities and the differences related to their authority and leadership styles within their organization, compared to the manager on one hand, and the influence of the religion on these formal and informal exercises of power, on the other hand. The insights reveal that the four religious headers prefer to use leadership rather than formal authority to lead their organization. Moreover, these first results show that the dominant leadership style shared in common by the four religious leaders, is

characterized by the servant leadership model (Belet, 2013). Differences in the formal exercise of power in terms of authority were observed, mainly due to the specific organizational doctrine differences within the four religions. The use of formal authority is rare because it is subordinated to God's Authority.

Key-words: Religious leadership, authority, Manager, minister, priest, rabbi, imam.

Title : back to spirituality supported by vector of corporate social responsibility
How can Corporate Social Responsibility be a manifestation of spirituality in workplace?

Authors : Menel BEN MLOUKA; Ikram MHENAOUI

Abstract : Corporate social responsibility (CSR) is one of the major concerns of companies trying to enroll in a sustainable strategy. Indeed, several environmental, social and financial scandals legitimize the role of CSR in the fight against social dangerousness. Therefore, several studies have focused on organizational practices that lead employees to engage in CSR. However, only few studies have examined the effect of intrinsic dimension in individual social commitment. In this perspective, spirituality represents an intrinsic dimension that may influence the organizational behavior of employees. This paper is based on a qualitative exploratory study conducted in a one company that is engaged in CSR and relying on semi-structured interviews. These interviews show that spirituality accelerates socially responsible behavior, and leads to various other kinds of employee commitment to CSR. Finally it also appears that the spiritual approach differs generational membership.

Keywords : Corporate social responsibility, spirituality at work, employee commitment in CSR.

Title : Sit through training right of way spirituality

Authors : Mireille BARTHOD PROTHADE, Hélène CRISTINI & Roger SAGES

Abstract: Illegitimate power games jeopardize the survival of the firm. The aim of this article is to comprehend the meaning of this danger and then to propose an approach of organizational learning of power games based on the three R's of spirituality (Recognize, Reflect, and Reincarnate). We carried out an exploratory study based on Husserl's phenomenological approach within an expanding firm. The interview data were analyzed through the Minerva software. Results show the spiritual need of the actors of the company leading them to undertake a learning process based on spirituality. The process is, at once, personal and collective.

Keywords: spirituality, power relation, organizational learning, phenomenological approach, Minerva software, model of the three R's.

Title : **THE INFLUENCE OF INTERSUBJECTIVITY**
The interaction between two psychic activities anchored on the narcissism of small differences, produces a gap which becomes the place of discharge. Case study of the fulfillment of the strategic decision into a cooperative consortium.

Author : *Daniel BONNET*

Abstract: This paper explores the conditions and the procedures to be acted in a way concerted in a field of inter-organizational co-operation. It propose a conjecture of clarification of the process which could lead over long life to the competing dead. It propose too a conjecture of transformation of this situation which is neither fatal, nor inescapable, i.e. it was indeed built the behavior of the actors. It is about a clinical approach. The ground of research is a consortium cooperatives. Reseach clairifies cleavage in the relations of being able between the actors of the governance, and provides the man understandable knowledge.
Keywords : Intersubjectivity, able, search-intervention, transformation, change.

Title: **PROFESSIONAL ROLES AND MANAGERIAL AUTHORITY**
How to become invested with legitimate power? *A case study at the French La Poste Group*

Authors : Sylvie DEFFAYET DAVROUT & Juliette FRONTY

Abstract: This case study examines the impacts of a training program developed for the *Courrier,* the postal services branch of the French *La Poste* group. It treats the subject of managerial authority in the executive committees at the *Courrier's* 15 different sites in the North of France. We describe the training content and process and comment on the first results of reintroducing a discourse of power into the *Courrier's* activities to help managers more easily adopt and assume their role of managerial authority
Key words: managerial authority, legitimate power, professional, role.

Title: USERS AND MIS USERS : EXPLORATORY STUDY IN TWO CHANGING ORGANIZATIONS

Authors : Wilfrid AZAN & Jean-Yves CAUSER

Abstract: Do computer system users construct their own identity ? What do recent social theories bring to help to understand the user behavior. We detailed exploratory results in 2 firms case study and apply Lamb & kling (2003) and Dubar's work.
KeysWords: Information system, user, identity,

Title : DESPITE THE COLLAPSE OF SENS IN ORGANIZATIONS, ESCAPE THE INFLUENCE BEHAVIOR THROUGH THE RESILIENCE WHAT SOURCES OF RESILIENCE?

Authors : Mohja KAMMOUN & Rim BOUTIBA

Abstract: This article aims to explain the sources of resilience in organizations facing an ambiguous environment. It helps to understand the reconstruction of meaning by the actors facing an extreme situation. This research is certainly a first reflection on human behavior but it opens the debate on new tracks of actors'ordinate actions of the facing the crisis. The major contribution of this research lies in its ambition to enlighten the need to respond collectively and not individually to maintain reliability in the organization. The proposal of a typology of organizational behaviors specific to crisis situations is offered to the actors to keep their organized actions system. Thus, our research has identified various mechanisms of resilience constituting tracks of reflection for researchers wishing to study the attitudes and human behavior in organizations facing uncertainty.
Keywords: Collapse of sensemaking, equivocal situation, resilience, organizational behavior, system of organized actions, adaptation.

Title : COPING WITH POWER AND FORMATIVE "FORMATING" HIERARCHY OR KNOWLEDGE

Author: Georges BOTET PRADEILLES

Summary: Everywhere impatience gain, enjoyment of the exhibition and the cult of the result devour the slow enjoyment of life. This alienation determines execution orders depriving the subject of free will and delivering it to compulsive adaptations. The management taken literally door to temptations of excess and passionate amplification issues. The "bad habits" of a manager reverberate. Psychoanalysis as following his posture practice or knowledge here antidote. She brings passion to a fair extent. The reflexive activity built the symbolic landmarks between which organizes the metaphorical narrative myth about making and leading to others. The conduct of men is not only organizational and methodological, it is spiritual Knowledge self avoiding defensive or aggressive action allows the emotional accommodations articulating practical and ethical without confusing them "justastructure" (Lucien Sève, 1966). We must suspect each and self-shingled hidden temptations of legitimate reasons. Ethics is unconditional authorization about to become "someone else" in a space where knowledge, skill, initiative and respect for shared values are freedom and limits continually to define. But let no one lure: the best is confiscated by the discrete, effective and solidarity castes who firmly hold the securities and means. The management serves them. Unconditionally.
Keywords: Alienation, psychoanalysis, reflexive activity, namely self, "justastructure"

Title: A PSYCHOANALYTIC APPROACH OF THE RELATIONSHIP BETWEEN KNOWLEDGE AND POWER IN THE COMPANY

Author : Jean-Jacques PLUCHART

Summary: This research revisits the conventional vision of the relation between knowledge and power within an organization, and proposes a post-modern approach - in particular, macro-psychoanalytical – of this relation in an knowledge based

company. A vision of the corporate knowledge-power ratio is interesting both for the scientific community - by a justification of the recourse to the anthropology and the psychoanalysis of management - and for the managers of the companies of XXIe century - by a better comprehension of the new practices of management.

Title: ESSAY ON THE PROBLEM OF POWER IN ORGANIZATIONS : a Nietzschean and Hegelian approach to power .Power management and power led.

Abstract : This communication suggests wondering about the power but more exactly about the power as the problem. Because before wondering about the contents of the power, we have to wonder about the fact of the existence of the power, about this need at the man of this behavior. Is it a refuge, a means to face its existence ? In an ideal system of governance, this variable has to exist. But why ? In the style of Nietzche, could - we it wonder ? Why, according to Hegel, the man is he a powerman ?

Title: **STRESS AMONG MIDDLE AND EXECUTIVES MANAGERS: WHICH DIFFERENCES?** A structural equation modeling approach

Authors : *Sinda MHIRI & Gilles TENEAU*

Abstract: Companies suffer for years, from a psychosocial risk that goes against the achievement of the performance: work stress. Indeed, many changes have occurred in the firms and labor market thus making the atmosphere in the companies more and more unbearable. Human resources, particularly executives, constantly work "under tension". In this paper, we make a distinction between executives and middle managers. Is the perceived stress in each of these two groups related to the same factors? It is to this problem that we try to answer in this paper. To do this, we rely on an action research and a semi-structured interviews conducted among these two populations.

Title: SUICIDE AT WORK: NOW FACE THE PRESSURE OF THE MEDIA

Auteurs : Anne GOUJON BELGHIT & Stéphane TRÉBUCQ

Abstract: The case of four French companies high competitive pressure and media are retained to study the management of human capital in times of crisis. Following the suicide chain of employees, company management were forced to react to preserve their legitimacy sometimes tarnished in the press articles. Journalists indeed opt for a narrative pattern, often broke, but listening to the stakeholders. The central concepts, detected by a qualitative analysis of newspaper articles, that stand out are those of corporate responsibility and officers of a temptation in their share of denial, and finally an organizational response to in the emergency.

Title: UNDERSTANDING "WHAT HAPPENS IN ORGANIZATIONS": *Reading grid through weick's reaserches*

Auteurs : *Rim BOUTIBA & Mohja KAMMOUN*

Abstract : This article aims to better understand what happens in organizations through a critical perspective of Weick's researches. We propose to understand how meaning is recreated by actors facing an ambiguous situation. Reading grid is proposed to develop a typology of levels of meaning creation: individual, interpersonal and collective. This work allows to highlight the limitations of this process of sensemaking in organizations and proposing recommendations for future researchers wishing to open the debate on organizational behavior.

This research draws the attention of researchers on the fact that every organization is unique and faced with specific situations. Understanding what happens in organizations constitutes a perilous exercise because of the plurality of representations of reality derived from the context, individuals and actors interact.

Keywords : Karl E. Weick, sensemaking process, interaction, identity, equivocal change, organizational resilience.

Title: DECISION AUTONOMY IN LIBERATED BUSINESSES.

An analysis of Google and Favi.

Authors : *Philippe JACQUINOT & Arnaud PELLISSIER-TANON*

Abstract : Contemporary management is tending towards allowing collaborators decision autonomy. Organizations which have levelled out hierarchical lines and allowed their employees a degree of personal initiative are even referred to as 'liberated businesses' (Getz, 2009 and 2012). But we noted that there is manipulation in such apparently 'liberated' businesses, which challenges the stated decision autonomy: indeed, far from demonstrating that they act on their own initiative, the members of staff are merely reproducing the behavioral patterns expected of them and advocated by senior management. This observation has encouraged researchers to take into account the different personalities of the collaborators and their level of integrity in terms of choice. This article is based on Giroux's theory about integrity (1999). We highlight the influence which managerial practices may have on the level of integrity of members of staff, illustrating our statements on the basis of the experience gained by Google and FAVI. We conclude by widening the scope of the concept of liberated businesses.

Keywords : autonomy, decision, liberated business, culture, values, manipulation.