



**BUSINESS
SCIENCE
INSTITUTE**

**N°72
Mai
2019**



NEWSLETTER

**Agenda – Save the Date – Business Science Institute Life – Publications –
Videos – Management Research News**

AGENDA

[PARIS](#)

[Executive DBA Paris – Cohort n°4 \(2019-2022\)](#)

Seminar 3: Thematic Paradigms II - **2, 3, 4 May 2019.**

Supervisory Seminar - all cohorts - **2 May 2019.**



SAVE THE DATE

The next [Business Science Institute](#) International Week will take place from **23 to 26 September 2019** in Wiltz, Luxemburg.

On the programme: conferences, seminars, exchanges between doctoral students, graduates and professors, supervisory workshops, Executive Doctorate in Business Administration thesis oral examinations plus... the graduation ceremony and Managerial Impact award!



BUSINESS SCIENCE INSTITUTE LIFE

[GENEVA](#)

Executive DBA Geneva – Cohort n°5 (2018-2021).

Photo highlights of seminar 3: Thematic Paradigms II: 4, 5, 6 April 2019.

Our doctoral students are featured in the presence of their professors:

Marc Bonnet, Maurice Thévenet and Kiane Goudarzi.



BAMAKO

Executive DBA Bamako – Cohort n°1 (2018-2021).

- Seminar 3: Thematic Paradigms II - 11, 12, 13 April 2019.

The students can be seen below with their professors: Emmanuel Kamdem and Nicolas Poussing.



DOUALA

Executive DBA Douala – Cohort n°2 (2019-2022).

- Seminar 1: Introduction to Doctoral Studies - 18, 19, 20 April 2019.

The students can be seen below with their professors: Emmanuel Kamdem and Geneviève Causse.



PUBLICATIONS

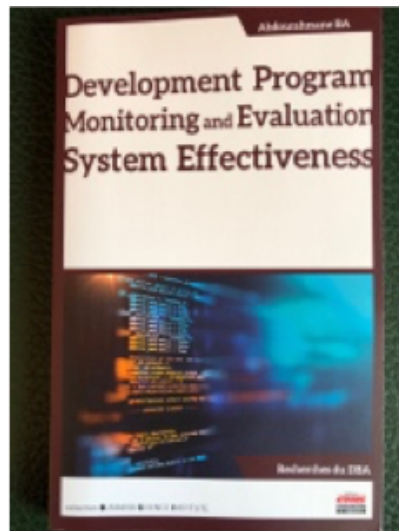
Three new books issued from Executive DBA theses have recently been published in the [Business Science Institute](#) collection “Recherches du DBA” (DBA Research) with EMS editions:

Abdourahmane Ba (Geneva cohort 2015-2018), *Development Program Monitoring and Evaluation System effectiveness*.

This book is a contribution to the building of a knowledge base for the effectiveness of Monitoring & Evaluation (M&E) Systems in the field of development management. The primary focus is to make a contribution to clarifying which rigorous frameworks could be used to understand and meaningfully measure the effectiveness of M&E-Systems.

The book aims to translate outcomes from Dr. Ba's thesis research on M&E-Systems into an actionable contribution adapted to development practitioners and managers. The book is mainly devoted to development managers and M&E experts who wish to find better ways of managing M&E-Systems for improved decision-making and measured risk-taking in moving development policies and programs towards the greater freedom and welfare of people mainly in Africa.

The book focuses on M&E-System effectiveness and how it influences the dynamic capabilities of development organizations and institutions in managing development programs and projects. The book presents the challenges involved in seeking an effective M&E-System, examines the gaps and limits in assessing it, and finally proposes ways to rigorously measure its effectiveness. The book may also contribute to the scientific and professional discussions on what would be the meaningful framework to better understand the success factors that underlie an effective M&E-System and also how they help improve development management.



Kubeterzié Constantin Dabiré (Dakar cohort 2016-2019), *Public-private partnerships as an alternative to the funding of high-performance public infrastructure: myth or reality? The case of the member countries of the West African Economic and Monetary Union (UEMOA)*.

This book has been published following the successful oral examination of the author's thesis in Luxemburg, prepared as part of the Doctorate in Business Administration (DBA) awarded by the Business Science Institute (BSI). It explores the performance of public-private partnerships (PPP) within the West African Economic and Monetary Union (UEMOA).

The results detailed in the DBA thesis show that the overall performance of PPPs is independent of the financial and ownership structure. The key lesson



learnt from this analysis is the importance of endogenous and exogenous factors that might explain performance.

It is for this reason that the book looks to highlight these factors as well as the way they are taken into account when creating an environment that is favorable to supporting the development of PPPs. The author therefore aims to provide material that contributes to the thinking behind the gradual design of such an environment.

Strongly influenced by practice and offering detailed managerial recommendations, the book aims to take

an academic perspective – through an up-to-date presentation of the state of the art in the field of PPP that uses contributions from academic and financial theory – and a practical perspective, targeting readers who are industry practitioners looking to challenge their knowledge as well as to learn from the feedback from completed public-private partnerships.

Thanks to a highly useful focus on the design of PPPs, the results of the research allow readers to develop their own personal assessment of the way in which PPPs are implemented within the UEMOA through the following question: “are public-private partnerships myth or reality?”.

Beyond the subject of PPPs, the book offers the reader an overview of the main issues involved in the implementation of infrastructure in Africa: funding-governance; contracting and institutional frameworks; planning and assessment; performance.

Békaye Diarra, (Dakar cohort 2015-2018), *The manager’s profile in emerging business markets*.

Emerging business markets are new markets, resulting from or created by technological, regulatory or societal changes. Their importance lies in the huge potential they offer in terms of the creation of jobs and in the speed at which they develop. The case of the emerging carbon market is a well-known example. However, because these markets are emerging, their environment is often extremely uncertain and marked by a high level of risk, which is inherent to an almost total lack of legislation, poor internal organisation and fast company growth.

In this book, the author explores emerging business markets that have developed under the effect of technological breakthroughs and legislation. Areas of particular focus are the temporary employment market, digital solutions, the emerging market for MOOCs in the higher education and research sector, e-commerce and digital marketing.



The author shows that given the prevalence of uncertainty in these markets, the performance factors are just as atypical and inherent to the profiles of the managers who work in them.

This book offers a new alternative to the standard way of looking at the profile of managers, which generally focuses on their skills, methods and vision. The author prefers to explore managers' ability to understand their environment and to create networks. He therefore provides new aspects for understanding business models, business strategy and performance factors.

VIDEOS



In the 23 March edition of [Fenêtres ouvertes sur la gestion](#) (*An open window on management*), [Jean-Philippe Denis](#), professor of management, member of the [Business Science Institute](#) and chief editor of [Revue Française de Gestion](#) (*French Management Review*) interviewed several professors from the [Business Science Institute](#). The recordings were then published in [The Conversation](#), as below:

[Emmanuel Josserand](#), [Entrepreneurship & legitimacy](#), 29 mars 2019.
Director of the Centre for Business and Social Innovation at the [University of Technology Sydney](#) and member of the [Business Science Institute](#), his interview discussed the relationship between entrepreneurship and legitimacy.

[Jean-Pierre Helfer](#), [Highs and lows of being a professional DBA student](#), 27 March 2019.
Former Chair of the Helfer/CEFDG Commission for the Evaluation of Management Programmes & Qualifications, emeritus professor at the IAE Paris Sorbonne Business School and Chair of the [Business Science Institute Academic Council](#), he describes a doctoral journey that is fraught with difficulties but also full of heartening and stimulating discoveries inherent to the writing of a thesis by industry practitioners.

Prof. [Michel Kalika](#), [The impact of management research – how are we getting on?](#), 26 March 2019.
[The scientific advisor at the Business Science Institute](#) discussed a subject that is crucial from both a scientific and societal perspective.



In the 30 March edition of [« Fenêtres ouvertes sur la gestion »](#) (*An open window on management*), [Jean-Philippe Denis](#), professor of management, member of the [Business Science Institute](#) and chief editor of the [Revue Française de Gestion](#)

(*French Management Review*) interviewed [Bérangère Deschamps](#), university professor of management and also member of the [Business Sciences Institute](#), to talk about the subject of business takeovers: [Research on business takeovers: what is the state-of-the art?](#)

And in the 19 April edition of « [Fenêtres ouvertes sur la gestion](#) » (*An open window on management*), [Jean-Philippe Denis](#), professor of management, member of the [Business Science Institute](#) and chief editor of the [Revue Française de Gestion](#) (*French Management Review*) interviewed professor [Gérard Hirigoyen](#) to talk about the contribution of the works of Emile Durkheim to our understanding of family businesses: [The contribution of the works of Emile Durkheim to our understanding of family businesses](#).

MANAGEMENT RESEARCH NEWS



Revue française de gestion (French Management Review) 2018/8 (N° 277) [Le supply chain management](#).

Xerfi Canal, [The big 0% VAT puppet show / Makeshift & make do management / The impact of globalisation on salaries / Oil & Gas](#).



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