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NEWSLETTER

Impact - Book project "The impact of the crisis on management practice" - Results of the Wiltz International Week 2020 survey - COVID-19 publications - Survey II: Impact of the crisis - COVID-19 videos - ARTIREV - Alumni Interview of the month - Alumni publications - Interview of the month - Webinar - Publications - Videos - Admissions - Management research news

IMPACT



[David Larivière](#), Hospital Director, Reserve Officer in the Health Division of the French Army and [Business Science Institute](#) graduate [Paris](#) Cohort n°2 (2017-2020), won first prize in the DBA Managerial Impact Award for his thesis supervised by Professor [Martin Cloutier](#): "Awareness of the risk of the disappearance of an

organisation as a factor of resilience: a comparative study of transformation in public and private hospital structures".

He is currently one of the two finalists for the new AIMS 2020 EDBA/DBA PRIZE.

For Professor [Michel Kalika](#), President of the [Business Science Institute](#), this recognition clearly illustrates the ability of a DBA graduate to create managerial impact in a sector that particularly needs it today.



BOOK PROJET "THE IMPACT OF THE CRISIS ON MANAGEMENT PRACTICE"

From the very beginning of the lockdown period, the [Business Science Institute](#) decided to launch a joint research project bringing together its professors, doctoral candidates and graduates on the theme of the impact of the crisis on management practice.

Our graduates were asked to draft a one-page note on the impact of the health crisis on their companies or organisations, whilst the professors prepared two surveys. The first survey was qualitative and the second one quantitative with the support of Professor [Jean Moscarola](#) (founder of SPHINX).

So far, 33 contributions have been received from our professors and doctors.

Please see below the list of professors who took part in putting together the survey questions:

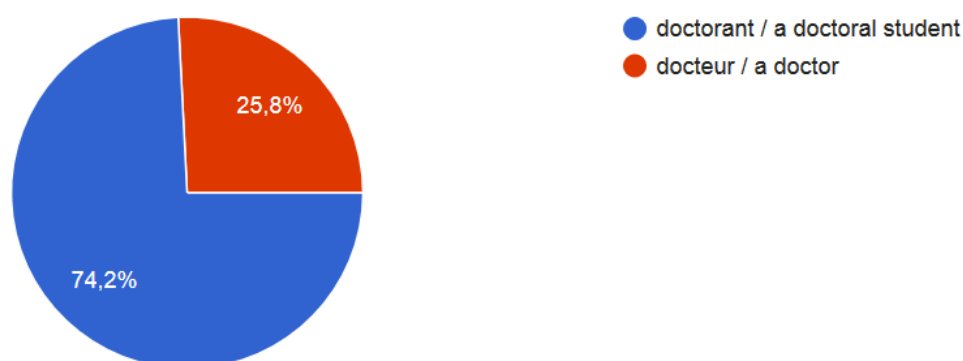
[Bérangère Deschamps](#), [Chantal Fuhrer](#), [Pascal Glémain](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [Lars Meyer-Waarden](#), [Marie-Thérèse Um-Nguem](#), [Olivier Lavastre](#), [Caroline Mothe](#), [Jessie Pallud](#), [Denise Potosky](#), and [Nicolas Poussing](#).

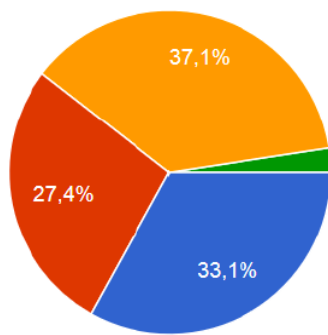
The book currently being prepared will include chapters from the following professors and doctors: [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Martin Cloutier](#) and his doctoral student Martin Lemelle, [David Larivière](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélie Dudézert](#), Hugo Gaillard, [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Emmanuel Kamdem](#), [Florence Laval](#), [Jean-Fabrice Lebraty](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), [Christophe Schmitt](#) and [Gabriel Tremblay](#).

SUMMARY OF RESULTS OF THE WILTZ 2020 SURVEY

Given the ongoing health crisis, a questionnaire concerning the participation at the [Business Science Institute](#) 2020 International Week was sent out to 182 doctors and doctoral candidates.

124 responses were received.

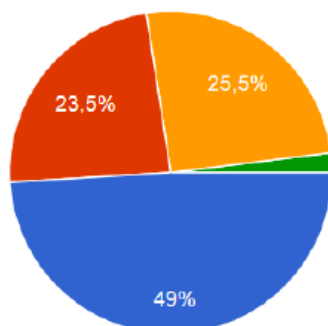




- vous viendrez à Wiltz / you will be coming to Wiltz
- vous ne viendrez pas à Wiltz (option à distance) / you will not be coming to Wiltz (distance option)
- vous ne savez pas / you don't know
- vous ne participerez pas du tout / you will not be participating at all

While 33% of those who answered said they planned to come to Wiltz in September, 27% said they would not be coming and 37% said they did not know. The reasons given concerned mainly uncertainties about the opening of borders, obtaining visas or the risk of a second wave of infections. Some of those who answered also mentioned an extra workload due to the crisis and not being able to get permission from their employer to come to Wiltz in the autumn. Several respondents said they would be in favour of an event that guaranteed social distancing, or a mix between remote and physical presence that ensured participants did not take any unnecessary health risks.

The same questionnaire sent to 66 members of the [Business Science Institute](#) faculty came back with 51 answers giving the following results:



- vous viendrez à Wiltz / you will be coming to Wiltz
- vous ne viendrez pas à Wiltz (option à distance) / you will not be coming to Wiltz (distance option)
- vous ne savez pas / you don't know
- vous ne participerez pas du tout / you will not participate at all

49% of those professors who answered stated they intended to travel to Wiltz, 25.5% were still unsure and 23.5% said they would not be coming. The main areas of uncertainty concerned the future development of the health crisis, the complexity of travelling, and personal or professional restrictions. Several professors said they would be in favour of a 100% remote event.

COVID-19: PUBLICATIONS BY BUSINESS SCIENCE INSTITUTE PROFESSORS



[Anne Bartel-Radic](#), "[Le management international à l'épreuve du confinement mondial](#)", (International management challenged by the worldwide lockdown), *The Conversation*, 12 May 2020.

With the onset of the Covid-19 crisis, remote working, which was previously an occasional business practice, has become the norm for many employees. One of the characteristics of international teams is that they have always

worked remotely, with each member of the team connected to the others via digital resources. Nevertheless, the health crisis and all of its associated travel restrictions seems to have affected international teams too.

Sabine Urban, [Ulrike Mayrhofer](#), , "[La grande disparité des réponses des multinationales du CAC 40 à la crise](#)", (The huge differences in answers to the crisis by multi-national CAC 40 companies), *The Conversation*, 4 May 2020.

Article published again in *La Tribune* on 7 May 2020. *T*

he global health crisis caused by the Covid-19 pandemic has raised a number of questions for multinational CAC 40 companies playing a leading role in the French economy and in particular in the industrial, energy, automobile, pharmacy, services, agri-food and luxury sectors. According to this study, about a quarter of these major French companies have not taken any specific measures ...

Financial Afrik Jean Tchangai, banking industry executive, senior risk manager and graduate of the Business Science Institute ([Dakar cohort n°5, 2018-2021](#)), "[Le secteur bancaire de l'UEMOA face à la pandémie du coronavirus](#)", (The Economic Community of West African States Banking Sector faced with the coronavirus pandemic), *Financial Afrik*, 16 May 2020.

The impact of the COVID-19 pandemic, which is now starting to affect Sub-Saharan Africa and in particular the Economic Community of West African States, is exactly the same as that experienced by other affected countries. The resulting contraction in economic activity is harsh and wide-reaching, affecting not only the public sector but also the private sector and by extension the banking sector. In the same way as for the central banks in affected countries, the BCEAO Central Bank for West African States has decided to take a certain number of monetary measures to encourage banks to support the private sector. However necessary these measures may be, they do not take into account the solvability dimension of financing and their scope should be widened.

SURVEY II: IMPACT OF THE CRISIS



**BUSINESS
SCIENCE
INSTITUTE**



Le Sphinx

Dear all,

Firstly, thank you if you were able to find the time to reply to the first [Business Science Institute](#) questionnaire on the Impact of the Crisis on Management Practice. To take this survey further, a second one has just been drawn up (Study II). Thank you in advance for replying in similarly high numbers by clicking on the following link:

[Form](#)

As soon as we receive your response, we'll be delighted to send you the results of the first survey.

Best wishes,

[Michel Kalika](#),
kalika.michel@gmail.com

Michelkalika.com
[Business Science Institute](#) President
Emeritus Professor, laelyon School of Management

COVID-19: VIDEO INTERVIEWS WITH BUSINESS SCIENCE INSTITUTE PROFESSORS

VIDEOS

Xerfi Canal [Les réactions des dirigeants face à la crise : premiers résultats d'enquête](#)

(The reactions of directors faced with the crisis: initial results of a study) by [Bérangère Deschamps](#), member of faculty at the [Business Science Institute](#), Professor at Universities IUT2, the University of Grenoble Alpes, CERAG and Chief Editor of the *Revue de l'Entrepreneuriat*.



[Gérer des équipes internationales virtuelles en contexte de crise](#) (Managing remote international teams in a context of crisis)

Xerfi Canal spoke to [Anne Bartel-Radic](#), member of faculty at the [Business Science Institute](#), Professor at Sciences Po Grenoble, CERAG and Director of the Centre for Social Sciences at the University of Grenoble Alpes, to talk about the management of international teams during a crisis situation.

Interviewed by [Jean-Philippe Denis](#).

[COVID-19 : l'importance vitale de la veille stratégique](#) (COVID-19: the importance of strategic monitoring)

Xerfi Canal spoke to [Marie-Christine Chalus-Sauvannet](#), member of faculty at the [Business Science Institute](#) and Professor at laelyon School of Management, to talk about strategic monitoring and opportunities.



Interviewed by [Jean-Philippe Denis](#).



Xerfi Canal [Se préparer à remobiliser et gérer autrement les ressources humaines](#) (Preparing to re-engage human resources and manage them differently)

Hugo Gaillard, Doctor in Management, [Business Science Institute](#) Community Manager, Chairman of the Allonnes University of the People and Professor at Le Mans University Argu'Mans Research Lab.

[Supply chain d'après crise : consommateur, délocalisation, indépendance](#) (The post-crisis supply chain: the consumer, delocalisation, and independence)

[Les impacts de la crise du COVID-19 pour la logistique et le Supply Chain Management](#) (The impacts of the COVID-19 crisis on logistics and Supply Chain Management)

Xerfi Canal spoke to [Olivier Lavastre](#), member of faculty at the [Business Science Institute](#), Professor at Grenoble IAE – CERAG, University of Grenoble Alpes, to talk about the future of logistics and supply chain management after the health crisis.



Interviewed by [Jean-Philippe Denis](#).



IQSOG [Etre résilient face à la crise](#) (Being resilient during the crisis)

[Jean-Fabrice Lebraty](#), member of faculty at the [Business Science Institute](#) and Professor at iaelyon School of Management.



IQSOG [Face à la crise, quelles leçons pour l'entrepreneuriat de demain ?](#)

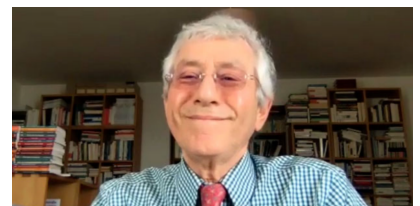
(What lessons does the crisis offer us concerning)

[Catherine Léger-Jarniou](#), member of faculty at the [Business Science Institute](#), Professor at the University of Paris-Dauphine PSL, President of AEI & DRM.

This video was filmed in collaboration with Jean-François Sattin, PRISM Sorbonne, Université Paris 1.

[E-Management : vive le CORONAVIRUS ?](#) (E-Management: long live the CORONAVIRUS?)

[Après la crise : que reste-t-il des idées reçues en stratégie ?](#) (After the crisis: what will be left of the conventional wisdom on strategy?)



Xerfi Canal spoke to [Michel Kalika](#), President of the [Business Science Institute](#), and Emeritus Professor at iaelyon School of Management to talk about e-management.

Interviewed by [Jean-Philippe Denis](#).

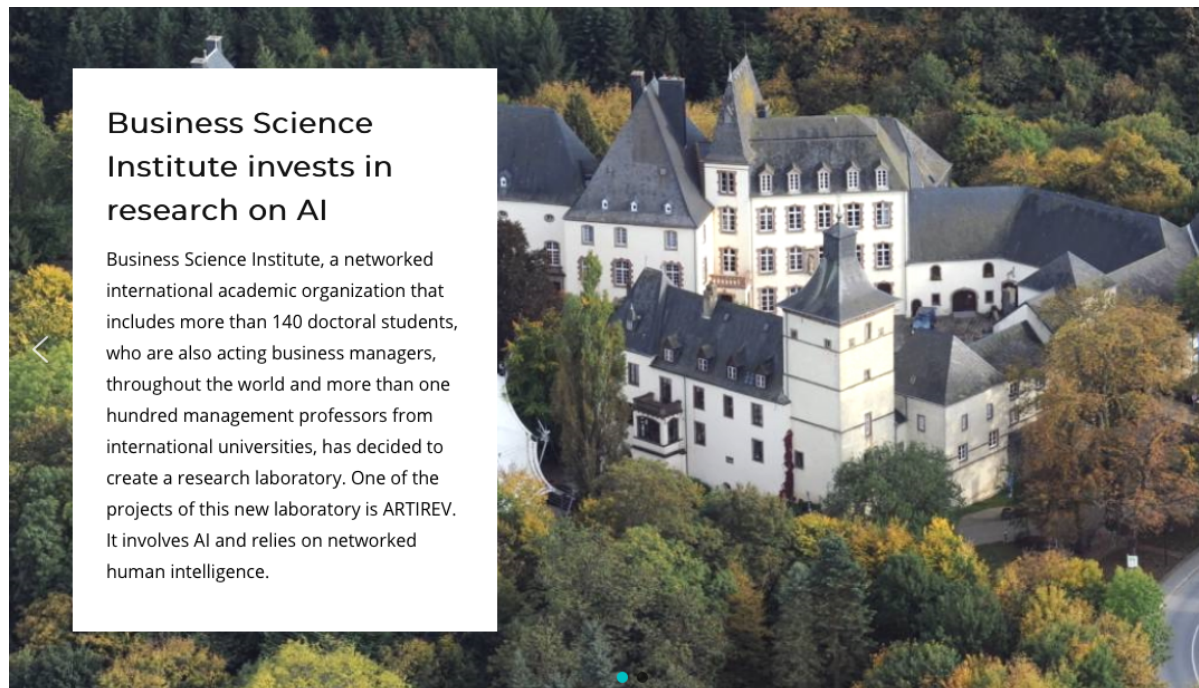


[Yvon Pesqueux](#), [L'idéologie du CARE pour penser le retour de l'Etat](#) (he CARE ideology for a comeback from the State)

Xerfi Canal spoke to Yvon Pesqueux, member of faculty of the [Business Science Institute](#) and Professor of Management at the CNAM, to talk about the CARE ideology.

Interviewed by [Jean-Philippe Denis](#).

ARTIREV: ARTificial intelligence supporting literature REVIEWS



Business Science Institute invests in research on AI

Business Science Institute, a networked international academic organization that includes more than 140 doctoral students, who are also acting business managers, throughout the world and more than one hundred management professors from international universities, has decided to create a research laboratory. One of the projects of this new laboratory is ARTIREV. It involves AI and relies on networked human intelligence.

The solutions offered by the ARTIREV team allow users to answer the following question:

When you need to quickly and reliably master a field of scientific research, when thousands, or even millions of texts match the words you typed into a search engine, when you've got very little time to spare, how is it possible to accelerate the process of producing a reliable literature review for the topic you're interested in?

Consultants and Medical Doctors



Keep up to date

about the current research and new discoveries

Researchers and Professors



Speed up

the search for relevant papers and the publication process

Students



Simplify

the process of reviewing existing literature

[Discover ARTIREV](#)



Interview with [Didier Mwewa Wa Mwewa](#), graduate of the [Business Science Institute](#) (DBA à distance cohort n°1, 2017-2020), programme specialist for a major international organisation.

Aline: Why did you decide to enrol on a DBA programme?

Didier Mwewa Wa Mwewa: There are essentially three reasons I decided to engage on a doctoral programme: the epistemological dimension, the practical dimension and the personal dimension. From my point of view, the [Business Science Institute](#) DBA programme was just right for this.

From a personal perspective, I above all wanted to transform more than ten years of management experience as an interface manager on the African continent into structured academic knowledge that was communicable methodologically speaking, and above all actionable in terms of managerial implications.

Aline: Could you tell us about your research topic?

Didier Mwewa Wa Mwewa: It's not easy to talk about such a vast subject in so few words. My thesis explored the '*strategic role of proactive facilitation for interface managers*'. In very simple terms, proactive facilitation is a practice that supports strategic implementation in an organisation. It involves intentionally helping two or more actors from different environments to cooperate better, share information and work together to meet common objectives. Interface managers often use this approach, but it's not without its own difficulties.

Aline: What have you taken away from this experience?

Didier Mwewa Wa Mwewa: It was a memorable experience for me and very rewarding in many respects: discussions with world-class professors, with whom I could share my thinking, my questions and my vision of the world was very beneficial. Finally, I'd also like to point out the quality of a highly individualised programme of study that included regular and hyper-efficient support from the Business Science Institute and iaelyon School of Management. Finally, learning to use digital tools and resources was of huge added value on this international doctoral course.

Aline: You were awarded the Business Science Institute DBA Impact Prize, what has indeed been the impact of this?

Didier Mwewa Wa Mwewa: To my mind, doctoral research is not just an end in itself. It's more about leveraging the work done for a greater good: first of all, for my employer and then for wider society. This is what I'm permanently focused on. From a personal perspective, this thesis enabled me to develop: a wider understanding of interface management leadership and its strategic role along the boundaries of the organisation; a finer understanding of managing complexity along the boundaries of the organisation in a non-commercial context; the ability to take a step back and to better manage the risk of management short sightedness or the risk of sterile management thinking. Both these risks need to be managed in parallel to reconcile action and thinking in the coordination of inter-organisational discussions.

Aline: If you had to give one piece of advice to practicing managers, what would it be?

Didier Mwewa Wa Mwewa: If I had just one piece of advice to give, it would be to work regularly and to persevere, because time goes by so quickly!

And to conclude, I'd just like to share a personal conviction with future [Business Science Institute](#) doctoral candidates: our research should above contribute to helping our fellow citizens to further knowledge in order to work better, be better organised and to constantly improve on our performance.

As a 2019 Impact Award winner, each day I see how rewarding it is to see science serve society. I believe that a doctoral candidate should be always thinking about how their work could have a positive impact on society.

PUBLICATION

[Sébastien Bourbon](#), "[La rente cognitive, une valeur refuge en temps de crise](#)"

"Cognitive rent as a safe investment in a time of crisis"
Management&DataScience, 12 mai 2020.

During a crisis, the irrational nature of the behaviour of economic actors is reinforced, and their 'animal instinct' rises to the surface. Their ability to make judgements and think clearly disappear. They then start desperately seeking out safe investments. In this context, the agent becomes a 'leader of uncertainty' who will reassure those economic actors confronted with extreme informational and cognitive uncertainty. The agent will then develop the value of intangible capital that includes a set of knowledge and know-how, called 'cognitive rent'. This cognitive rent can be seen as an alternative safe investment for 'animal instincts' in a time of crisis.



Sébastien Bourbon, Director of IFIC Groupe, member of Association of Legal Experts before the Court of Justice in Lyon, and [Business Science Institute](#) graduate (DBA à distance cohort n°1, 2017-2020), was awarded the DBA Managerial Impact Prize for his thesis: *The positioning of the real estate agent on the new build market: exploiting the asymmetry of knowledge*, supervised by Pr. [Jean-Philippe Denis](#).

INTERVIEW OF THE MONTH



Interview with [Yvon Pesqueux](#), member of faculty at the [Business Science Institute](#).

Aline: Hello Pr. Pesqueux, could you briefly introduce yourself ?

Yvon Pesqueux: Since 2000, I've been Organisation Chair at the CNAM (its exact title is 'Development of Organisation Systems'), created back in 1928, and as was normal for that era, focused on the scientific organisation of the workplace. I succeeded Professor

Lussato, who in the 1970s in France introduced teaching on the theory of organisations and who wrote a pioneering book that today remains totally relevant about the evolution of organizational thinking up until that period. I'm militantly in favour of the development of research in practice offering the highest possible level of socio-political relevance based on a simple injunction – think, think and think again. I've published quite a few books too.

Aline: Since the beginning of your career as a researcher, in what way do you think the universe of management publications has changed ?

Yvon Pesqueux: To be a little harsh, I would say this universe has become a 'circus' in which we are the lion tamers, the conjurers *and* the spectators. We are the ones who have decreed the standards that push us to consider scientific output to be just publications in so-called peer-reviewed journals, and this suits us just fine. The result is that we've abandoned the publication of books whose volume enabled us to develop a line of thinking, and the publication of manuals. To use the duality developed by Hannah Arendt in 'The Human Condition', manuals and books would be the work of *homo laborans* whilst articles would be the work of *homo faber*; however, I believe the opposite to be true. I can't see how the *publish or perish* doctrine can make of us a *homo faber*. This doctrine resembles a swamp and incites us to splash around in the said swamp.

Aline: What would be your definition of a good publication today, and is it a definition that has changed over time?

Yvon Pesqueux: A 'good publication' in the field of management – and perhaps, to the best of my knowledge, in many other disciplines – is a publication that offers socio-political relevance, even if the opinion defended – because there is ALWAYS an opinion – is not to my taste. The swamp where we can find publications built upon hypotheses that are so general they can't be refuted and are substantiated by reference to convenient *quick and dirty* samples, or by what is improperly referred to as (equally *quick and dirty*) 'case studies', in my opinion is what has marked the changes I've noticed.

Aline: Since 80% of today's publications should be 'thrown into the bin', do you have to hand one or two examples of outstanding articles, which could serve as a reference to (future) doctoral candidates et the Business Science Institute?

Yvon Pesqueux: I've huge admiration for the articles published or co-published by J. G. March and, more widely, the articles considered to be the "fundamentals". Concerning the papers published nowadays, they are very difficult to identify because the reputation of the author is not linked to the quality of what they actually publish, but is linked to how often they are cited. And then, as I mentioned earlier, I'm not really a great fan of articles and much prefer books as they allow authors to express themselves fully. It's also our responsibility as professors to offer our (future) researchers a compass and a map to help them read the folds of the literature in a specific field and the texts that are useful reference points, rather than guiding them towards the texts in the swamp. A list of coherent references used to construct your thoughts on a subject should not include more than 10 texts (instead of the hundreds we often see at the end of articles today, and which can sometimes amount to a quarter, if not half of the volume of the paper!).

Aline: You say that the manager no longer exists, or rather they have almost disappeared – what about the future of our doctoral candidates and graduates?

Yvon Pesqueux: When I say that, what I'm talking about is the technocratic manager who applies theories without thinking and who does not know how to say 'no'. We saw this in the case of Diesel Gate, and also with the breaking up of value chains across the planet for reasons of convenience (labour costs, absence of rules, etc.). Once, a colleague told me how they had certified some accounts in the Cayman Islands, and once done had resigned from their job. It's this sort of manager I'm talking about, who, I hope, has been rocked by the COVID-19 pandemic, since they had previously been left silent by the signs of climate warning ...

Aline: You also talk about the importance of putting down our roots in philosophical thinking in order to rebuild. From a practical point of view, what does that mean for our doctoral candidates and graduates?

Yvon Pesqueux: I refer back to what I said at the beginning of our discussion: think, think and think again, and don't just be content with being satisfied because you've made a profit (both for the company and the manager concerned!). The foundations of philosophy are not just about reading the philosophers' texts, but also – and above all – thinking about the concepts and methods employed.

[See the profile of Yvon Pesqueux and his publications](#)

WEBINAR

Pr. [Nathalie Mitev](#), [Michel Kalika](#), Dr. [David Hayes](#), [Hendrik Lohse](#): Can a DBA change your life? 'Ask the doctors!' 25 May 2020.

Webinar

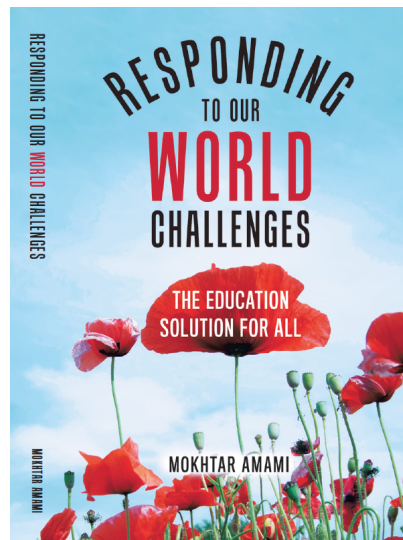
Can a DBA change your life?

'Ask the doctors!'



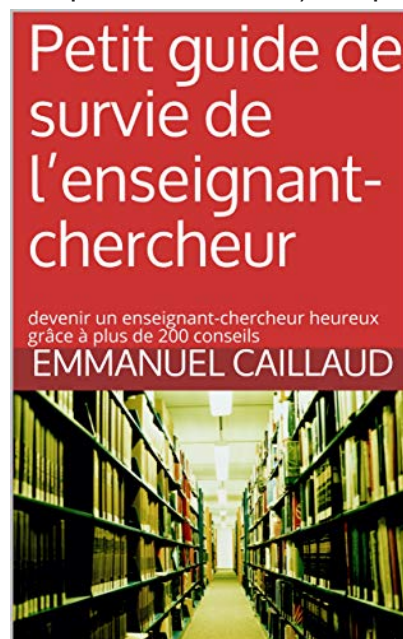
Dr. David Hayes Assistant professor of Entrepreneurship Western Carolina University	Dr. Henrik Lohse Director of International Affairs EM Normandie Business School	Mon., May 25 6 pm - 6.45 pm CEST
Prof. Michel Kalika Business Science Institute	Prof. Nathalie Mitev	

PUBLICATIONS



[M. Amami](#), *Responding to our world challenges. The education solution for all*, Tellwell 2020.

[E. Caillaud](#), *Petit guide de survie de l'enseignant-chercheur: devenir un enseignant-chercheur heureux grâce à plus de 200 conseils*, (The professor's mini-guide to survival: become a professor thanks to more than 200 pieces of advice) 134 p., 2020.



VIDEOS

Xerfi Canal spoke to [Ulrike Mayrhofer](#), member of faculty at the Business Science Institute, and full professor at IAE Nice, University of Nice Sophia Antipolis and lecturer at 'la Fabrique de l'Exportation', to talk about the key International Management authors.



Interviewed by [Jean-Philippe Denis](#).



Xerfi Canal spoke to Laurent Cappelletti and [Véronique Zardet](#), both members of faculty at the Business Science Institute, and respectively professor of management at iaelyon - University Jean Moulin, and Director of the Institute for Social Economics ISEOR and Chair in Accounting and Management Control and President of the College of Chairs at CNAM ISEOR, to talk about socio-economic management.

Interviewed by [Jean-Philippe Denis](#).

ADMISSIONS

PARIS

[Executive DBA Paris - English language - Cohort n° 1 \(2020-2023\).](#)



MAURITIUS ISLAND



[Executive DBA Mauritius](#)

ABIDJAN

[Executive DBA Abidjan - Cohort n°1 \(2020-2023\).](#)



BAMAKO

[Executive DBA - Bamako - Cohort n° 2 \(2020-2023\).](#)

BANGKOK

[Executive DBA - Bangkok - Cohort n° 1 \(2019-2021\).](#)



CASABLANCA

[Executive DBA - Casablanca - Cohort n°1 \(2020-2023\).](#)

DAKAR

Executive DBA [Dakar - Cohort n°7 \(2020-2023\).](#)



DOUALA

[Executive DBA Douala - Cohort n°3 \(2020-2023\).](#)



FRANCFORT



SHANGHAI

[Executive DBA Shanghai - English language - Cohort n°1 \(2020-2023\)](#)

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MANAGEMENT RESEARCH NEWS



[FNEGE Newsletter 6 May 2020](#)



Fenêtres ouvertes sur la gestion (An open window on management)

Read the [13 May 2020 edition](#)

EXECUTIVE DBA A DISTANCE (in French) & DIGITAL DBA (in English)



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