



N° 92



APRIL
2021

NEWSLETTER

Graduation Ceremony - Interview of the month - DBA Impact(s) - New Members of Faculty - Alumni - Medal Award - FNEGE Certification - Agenda - Photo Highlights - Publication - Media - Videos - Admissions -- Management Research News.

EXECUTIVE DOCTORATE IN BUSINESS ADMINISTRATION GRADUATION CEREMONY



Cérémonie en ligne
de remise des diplômes
*Executive Doctorate
in Business Administration*



En présence de :

Christian VARINARD
Directeur Général de l'iaelyon

Anass NIDAM
Directeur Général Adjoint en Charge du Pilotage
et de l'International

Professeur Michel KALIKA
Président Business Science Institute

**Professeur Marie-Christine CHALUS-
SAUVANNET**
Responsable de l'exécutif DBA Business
Science Institute



Vendredi 2 avril 2021



de 14h à 16h (CET)



En ligne

INTERVIEW OF THE MONTH



Interview with Professor [Nathalie Dubost](#), member of Faculty at [Business Science Institute](#).

Aline : *Hello Professor Dubost, could you briefly introduce yourself to our readers?*

Nathalie Dubost : *Hello Aline. I am a professor in Management Sciences and Management, currently working in the Institute of Business Administration (IAE) in the Faculty of Law, Economics and Management at the University of Orléans. I am also vice-dean of the Faculty and deputy editor-in-chief of the Revue Française de Gestion.*

Aline : *You are a graduate of ESCP and hold a Master's degree in bioengineering from the Ecole Centrale de Paris. Has this hybrid background been an advantage for your career?*

Nathalie Dubost : *I would say that it has given me the inclination and the appetite to tackle questions by opening up the different disciplinary perspectives that are related to them, and thus enhancing the debate and the responses given. In my opinion, one of the qualities required to be a professor and researcher is precisely to know how to go beyond overly specialised visions of the world around us, at the risk of impoverishing the debates and lacking relevance in our responses.*

Aline : *What is your current research focus?*

Nathalie Dubost : *I live in a region described as a medical desert, and I am currently part of a group of researchers (lawyers, managers and geographers) working on access to healthcare and the governance of provision at local level. One of the first results is that there is a plethora of legal mechanisms encouraging operators to collaborate, but in practice we realise that joint action cannot be decreed... I am also a member of a group of researchers working on the inclusion of consumers with disabilities. Inclusion is a nice concept, which many stakeholders are in favour of, but here again the research sheds light on the difficulties, the contradictions and even the misuse of this notion by some people.*

Aline : *You are the editor-in-chief of the journal [Impact\(s\)](#), what are the objectives of this journal?*

Nathalie Dubost : *The number of theses defended at [Business Science Institute](#) is increasing every year, and there is a quantity of knowledge produced by managers that it would be a shame not to make the most of! Professor Michel Kalika wanted to showcase this work in order to demonstrate its managerial, societal and academic contributions, which we summarise under the term impacts. Hence the name of the journal... We also hope to inspire future managers to join Business Science Institute, in order to create high-impact knowledge in their turn.*

Aline : *How do you go about selecting the?*

Nathalie Dubost : *The journal is still in its launch phase, with the first contributions dating from January 2021. There is no selection process as such, but we have worked with the editorial board to develop a framework for the presentation of work (written and video elements) that the doctoral manager can easily adopt. I would like to take advantage of this interview to appeal to colleagues who are currently supervising doctoral students so that they can integrate the publication project in the Impact(s) journal after the defence. I would be delighted to answer their questions!*

Aline : *Do you think that Executive DBA theses are more likely to generate managerial and societal impacts than traditional PhDs?*

Nathalie Dubost : *If by managerial and societal impacts we mean that the thesis offers leverage for taking*

action, tools to support discussion and change, and practical recommendations to improve joint initiatives, then the Executive DBA is better suited than the PhD. This can be explained by the very nature of the DBA: managers come with experience and questions from their field of practice, with the objective of taking a step back from their work; of course, they look for answers in theories, but with the objective of returning to the field and improving their practices. I would say that the DBA approach is the 'conceptual arm' of the manager, alongside their experience and practical knowledge. The PhD approach, on the other hand, focuses on fleshing out and consolidating theory. Although the PhD does include practical considerations, this is not its primary objective.

Aline : *Given the current context and the experience you have acquired, if you could go back in time, what topic would you have chosen for your doctoral thesis?*

Nathalie Dubost :

I believe that the researcher's journey takes time, and that it is necessary to explore various research objects and methodologies. My thesis topic was on situations of economic dependence of SMEs and its organisational implications. I am not sure I would change my topic, especially as it is still relevant today! However, I think I would be much more attentive to the impact of my work outside our academic community, asking the question of its social relevance. In my opinion, it is very stimulating and rewarding to be able to say that our research has helped stakeholders in civil society. The researcher must not remain in their ivory tower, but contribute to enlightening debates and proposing solutions, while remaining very humble in the face of the immensity of this task.

DBA IMPACT(S)

The journal by managers creating knowledge



[Business Science Institute](#)'s online journal, [DBA Impact\(s\)](#), aims to raise awareness of the work of doctoral managers through two media channels:

- Videos in which doctoral managers present their research questions and their main managerial recommendations.
- Texts that present the academic elements of their research, their main results and a "to go further" section that brings together academic articles and books that allow for a more in-depth study of the subjects mentioned.

Editorial Board

[Anne Bartel-Radic](#), Professor at University of Grenoble Alpes, [Business Science Institute](#)

[Pierre-Jean Benghozi](#), Director of Research at CNRS, Professor at Ecole Polytechnique, Geneva School of Economics and Management, [Business Science Institute](#)

[Françoise Chevalier](#), Professor at HEC, [Business Science Institute](#)

[Nathalie Dubost](#), Professor at University of Orléans, [Business Science Institute](#), Editor-in-Chief

[Michel Kalika](#), Professor, founder and President of [Business Science Institute](#)

Videos

Professor [Michel Kalika](#), [Why Create an Online Journal called DBA Impact\(s\)?](#)

Professor [Nathalie Dubost](#), [The format of the Journal](#).

NEW MEMBERS OF FACULTY



Bruno Amann

Bruno Amann is Full Professor at the University of Toulouse 3. He holds an agrégation in Management Sciences and is qualified to supervise research (HDR). He started his career at the University of Pau where he directed the IAE before joining the University of Toulouse 3. For 10 years, he was director of a research laboratory in management sciences. His research focuses on family business, entrepreneurship and international management. Most of his fields of study are located in Asia. He has published in various

international journals such as *Asian Business and Management*, *Family Business Review*, *Management International Review*, *Management International*, *International Journal of Human Resources Management*. He has also edited or co-edited several books on his research interests.

Pascal Barneto

Pascal Barneto (PhD, HDR and *Agrégé*) is a Full University Professor in Management at IAE de Bordeaux University School of Management, where he was deputy director and then temporary administrator. He is currently director of the research unit (IRGO - Institut de Recherche en Gestion des Organisations - EA 4190) and in charge of the University Diploma in Management Research and the Executive DBA (Doctorate in Business Administration). He has published - alone and in collaboration - numerous research articles and books, including *Les Mécanismes Financiers de la Titrisation* (Lavoisier Hermès), *Les Instruments Financiers en Normes IFRS* (Dunod), the *DSCG Finance de l'UE 2* manual (Dunod) and *Variations autour des PME et ETI* (EMS). His current research interests include corporate financing strategies, the carbon market and the integration of IFRS standards into the financial statements of listed companies.



Cécile Clergeau

Cécile Clergeau is Full Professor at the University of Nantes. She teaches Economics and Management at the IAE School of Management and conducts her research at the Laboratory of Economics and Management of Nantes Atlantique (LEMNA). Honorary President of the Association Francophone de Management du Tourisme (Francophone Tourism Management Association), a scientific body she created in 2013, her research

focuses on the management of tourism activities, and in particular on the strategy of tourism companies and territories. She has published, among others, "Management des entreprises du tourisme, Stratégie et organisation" (Dunod) written in partnership with P. Violier and O. Glasberg, and "La recherche en management du tourisme" (Vuibert) co-edited with N. Peypoch.

She is a scientific advisor to the [Business Science Institute](#) for the Executive DBA in Tourism & Hospitality programme developed in partnership with Excelia.

ALUMNI



Interview with Mohamad Gakou, [Business Science Institute](#) graduate, [Dakar](#) Cohort n° 2 (2015-2018).



Aline : *Hello Doctor Gakou, could you briefly introduce yourself to our readers?*

Mohamad Gakou : *My name is Mohamad Gakou, from Mali, and I am the CEO of Nexus Holding, a group of companies operating in the fields of education, healthcare, new technologies, management, real estate and mining.*

Aline : *Your thesis, defended in 2017, addresses stakeholders and the sustainability of private higher education institutions in Mali. Could you tell us more about it and explain why you chose this topic?*

Mohamad Gakou :

As I mentioned earlier, in my businesses I also have a private school and university complex. I am quite passionate about this business. In fact, I am even the Managing Director of the ISPRIC Mali university institute and, as the head of a higher education establishment, I have been able to observe a certain number of obstacles that prevent the development, or even threaten the survival, of private higher education establishments. This is why I chose this theme, which constitutes a common issue for all private higher education institutions. My thesis topic therefore allowed me to really get to grips with the variables that explain the threats to private higher education institutions. I am pleased to say that it also enabled me to attract the attention of high-level national and even supranational authorities. Indeed, beyond Mali, I had the opportunity to meet the Secretary General of CAMES (Conseil Africain et Malgache pour l'Enseignement Supérieur) as well as the director in charge of higher education within the UEMOA (Union Economique et Monétaire Ouest-Africaine) commission. All agreed that there was a lack of consideration for the private sector in higher education. I was then commissioned by the World Bank through its Higher Education Support Project (PADES) to investigate the experience of other countries in the sub-region in this field and I was able to see that the same problems exist in all these countries.

In private higher education establishments, we require there to be permanent teachers, even though they have no future in schools that do not offer any career plan and that they must necessarily go through public universities to advance in terms of rank. Even CAMES (Conseil Africain et Malgache pour l'Enseignement), which recognises our qualifications, does not recognise our teachers, whereas CAMES itself requires us to have full-time teachers. Who would want to stay in an institution without having any visibility on its future? Moreover, what is the legal status of private higher education institutions, should they be considered as commercial enterprises? In order to obtain the authorisation to operate by decree, no trade register is required, which excludes these establishments de facto from the commercial sphere. Education remains a regalian role of the State. It is a public service of a social nature but private actors in education actually exist. It is simply a concession of the state's regalian attributions to the private sector.

Today I am proud to see that many of my recommendations have been taken into account and I am delighted that they have been implemented.

Aline : *What has been the personal and professional impact of the DBA for you?*

Mohamad Gakou : *This programme has allowed me to have a family life, a professional life and even time to relax. Something that was unthinkable before because I was the alpha and omega and was on all fronts. The DBA showed me that instead of believing in myself alone, I had to institutionalise my organisations and finally move away from personification. I learned this during my thesis and it is a practice that I now implement and which even allows me to have time off with my family. From a professional point of view, beyond myself, the UEMOA and CAMES zone has been called to account for this state of affairs. Today, it is clear that the boundaries are shifting, even if public organisations are still somewhat cumbersome. My other companies, which were not necessarily mentioned by name in my thesis, have also more than benefited from my work. I had realised that for companies to be sustainable, there were several factors that people had worked on, but rarely on stakeholders. Without stakeholders, there could be no viable and sustainable organisation. Understanding the*

role of each party and the interest of each party and ultimately making them advocates for the cause or even the organisation is what helps organisations to take off sustainably.

Aline : *In the context of the health crisis that we have been experiencing for almost a year now and which has had a major impact on higher education, have you noticed any changes in the way private higher education establishments operate?*

Mohamad Gakou : *his current health crisis, the end of which no one can control, should for me be an opportunity to rethink our habits and to review our core business by remaining focused on what is essential. If I take the example of the university, the core business is the transmission and circulation of knowledge. These two elements should be accessible to the person who needs them, no matter where they are. This crisis has made us realise that it is high time to take into account needs that we had not previously understood well. It is certainly less pleasant to no longer be able to see each other, to no longer be in contact, to no longer have somebody sitting next to you, ... but that is not the most important thing, because what is important is to transfer knowledge. We have the means to do this and we have also understood, thanks to this crisis, that many companies have been able to transform themselves and have allowed the emergence of many new professions. This demonstrates the adaptability of mankind when required and according to the situation. We don't know when this crisis will end, but behind each obstacle lie real opportunities for innovation. For me, innovation means applying new intelligence to satisfy a need.*

Aline : *Do you have any other ongoing projects?*

Mohamad Gakou : *Oui, j'ai un projet en cours de pouvoir réaliser un établissement 100% online pour que ceux qui sont au Japon ou partout dans le monde puissent s'inscrire à l'[ISPRIC](#) (Institut des Sciences Politiques, Relations Internationales, Communications). Il ne s'agit pas à proprement parler d'une innovation mais dans le contexte malien, c'est déjà une révolution.*

Aline : *Quels sont les conseils que vous donneriez aux managers qui souhaitent s'engager dans l'Executive DBA ?*

Mohamad Gakou : *Le conseil que je souhaite partager aux managers intéressés par ce programme, ce serait avant tout de vérifier la faisabilité de leur thème ou de leur sujet. Par exemple, j'ai eu la chance de trouver un sujet au final qui n'était pas mon premier choix. Mon premier choix concernait le marketing électoral et s'intitulait : le faiseur de roi. Il aurait fallu que j'aie dans un milieu où je n'avais ni les connexions nécessaires me permettant d'obtenir toutes les informations, ni le temps matériel pour engager cette démarche. Finalement, il a fallu que je me focalise sur ce qui était le plus réaliste, dans le domaine que je maîtrise le plus et où j'ai beaucoup d'expériences et un tissu relationnel plus riche. J'ai ainsi pu voir cinq à six ministres très rapidement ainsi que les autorités du [CAMES](#) et de l'[UEMOA](#). J'ai aussi pu soutenir ma thèse dans le délai et produire un travail très utile qui, encore aujourd'hui, continue à avoir beaucoup d'impact. Avec le grade de Docteur, je peux aussi envisager de publier des articles scientifiques, avec beaucoup plus de légitimité, sur le marketing électoral qui continue de me passionner. Il convient aussi d'éviter la procrastination et j'encourage les managers à se lancer dès à présent car aujourd'hui je peux dire qu'il s'agit de l'une des plus belles expériences de ma vie. C'est ce que je voulais partager et je tiens à vous remercier pour cette interview et cette opportunité qui me permet de m'exprimer et de partager ce qui importe pour moi avec les autres.*

BUSINESS SCIENCE INSTITUTE ALUMNI NEWS

Martine Story-Lamarque, a student from [Paris](#) n°4 cohort and Doctor Thierry Lamarque ([Paris](#) n°1) will be members of the next X-HEC "mission d'entreprise" (business assignment) juries, for students majoring in entrepreneurship.

Interview with Dr [Constantin Dabire](#) ([Dakar](#) cohort n°3) in a video made on the occasion of the signing of the financing agreement between the Agricultural Bank of Faso (BADF) and the Burkinabe Government for the provision of resources from the agricultural development fund to the BADF.

Dr [Frédéric Rozière](#) (Paris cohort n°1) is one of the three finalists for the DBA/EDBA AIMS 2021 Thesis Award. His thesis, supervised by Professor Françoise Chevalier, is about: *What are the effects of a training in Non-Violent Communication on the Emotional Intelligence of individuals in organisations?*

Please feel free to contact the Alumni team:

caroline@business-science-institute.com

+33 7 60 73 42 15

We look forward to receiving your messages and suggestions!

MEDAL AWARD

The Academy of Commercial Sciences (*L'Académie des Sciences Commerciales*), for the 59th edition of its Prize and Medal Awards, has awarded a medal for the book edited by Professor [Michel Kalika](#), *L'impact de la crise sur le management* (The impact of the crisis on management practice), published by EMS, Business Science Institute collection in 2020.

**Académie des
Sciences Commerciales**



This book is the result of the joint efforts of thirty professors and doctors from the [Business Science Institute](#): [Paul Beaulieu](#), [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélié Dudézert](#), [Christophe Fournier](#), [Chantal Fuhrer](#), [Hugo Gaillard](#), [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [David Larivière](#), [Florence Laval](#), [Olivier Lavastre](#), [Jean-Fabrice Lebraty](#), [Lars Meyer-Waarden](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), [Nicole Saliba-Chalhoub](#), [Christophe Schmitt](#), [Gabriel Tremblay](#), [Jean-François Trinquecoste](#).

The presentation of the award-winning works will take place by videoconference on Wednesday 21 April 2021.

Founded in 1957 by Pierre Hazebroucq, the mission of the 'Académie des Sciences Commerciales' mission is to analyse and forecast the major issues at stake in commerce and marketing, with a focus on rigour and independence. Each year it awards prizes and medals to the best publications dealing with commerce in the broadest sense.

FNEGE CERTIFICATION

The jury for the Certification of Management Books published in 2020 ('Labellisation 2021') met on 8 March. Of the 67 books entered, 40 were awarded the label, including:

In the "Joint Research Book" category:

[La recherche enracinée en management. Contextes nouveaux et perspectives nouvelles en Afrique](#), ('Grounded Management Research. New Contexts and Perspectives in Africa')

published in the [Business Sciences Institute Collection](#) by Editions EMS, 2020, a book co-edited by Emmanuel Kamdem, Françoise Chevalier and Marielle-Audrey Payaud.

[Valeurs Coopératives et Nouvelles Pratiques de Gestion](#), ('Cooperative Values & New Management Practices'), Editions EMS, a book co-edited by Géraldine Michel, Aude Deville and Eric Lamarque.



In the "Essay" category:

[Nouvelles perspectives en entrepreneuriat. Du modèle du télégraphe au modèle de l'orchestre](#), ('New Perspectives in Entrepreneurship. From the telegraph to the Orchestra Model'), Christophe Schmitt, VUIBERT, 2020.

[Le temps - entre science et création](#), ('Time - Between Science and Creation'), Michelle Bergadaà, Editions

In the "Manual" category:

[Marketing, 15th edition](#), Jean-Pierre Helfer, Ouidade Sabri & Jacques Orsoni, VUIBERT, 2020.

AGENDA

Webconférence
« Transformer la crise en opportunités : le vécu des managers et salariés »

Depuis Décembre 2020, le réseau des chercheurs du Business Science Institute mène une enquête pour comprendre les transformations en cours et les conséquences de la crise sanitaire sur le travail.

Venez écouter nos intervenants présenter les premiers résultats !



BUSINESS SCIENCE INSTITUTE



Le Sphinx



Pr. Aurélie DUDEZERT



Pr. Olivier LAVASTRE



Pr. Jean MOSCAROLA



Pr. Florence LAVAL



Pr. Chantal CUCCHI



Pr. Michel KALIKA

8 avril 2021
13h00 – 14h00
En Ligne (Zoom)

Since December 2020, a network of researchers from [Business Science Institute](#) ([Paul Beaulieu](#), [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélie Dudézert](#), [Christophe Fournier](#), [Chantal Fuhrer](#), [Hugo Gaillard](#), [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [David Larivière](#), [Florence Laval](#), [Olivier Lavastre](#), [Jean-Fabrice Lebraty](#), [Lars Meyer-Waarden](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), [Nicole Saliba-Chalhoub](#), [Christophe Schmitt](#), [Gabriel Tremblay](#), [Jean-François Trinquécoste](#)) have been carrying out a study to understand the ongoing transformations and consequences of the pandemic on work.

The webinar on 8 April at 1pm-2pm will be an opportunity to present the results of this survey, which focuses on the experiences of managers and employees, and to suggest ways in which companies can turn this crisis into a genuine managerial opportunity.

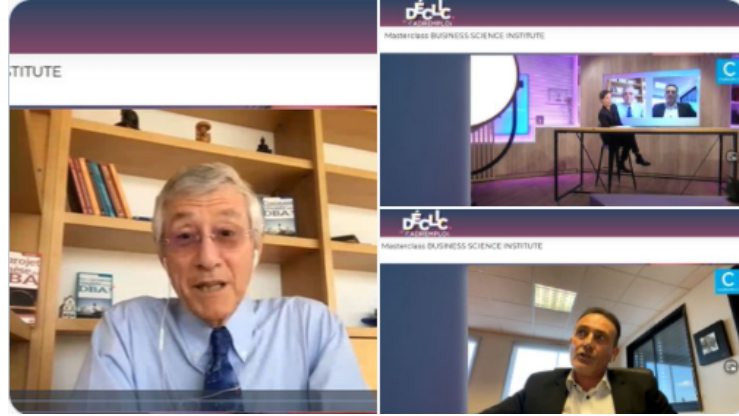
8 April 2021, 13h-14h

[Registration](#)

PHOTO HIGHLIGHTS

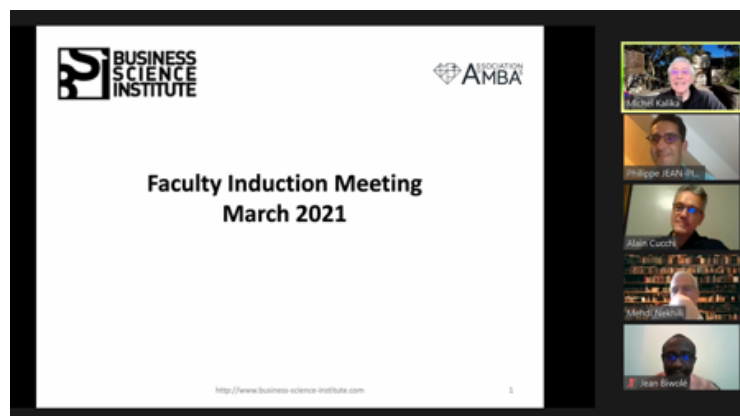
Business Science Institute Master Class as part of the *Déclic Cadremploi* week!

- **25 March:** Master Class with Professor [Michel Kalika](#), President of [Business Science Institute](#) and Doctor [Sébastien Bourbon](#).



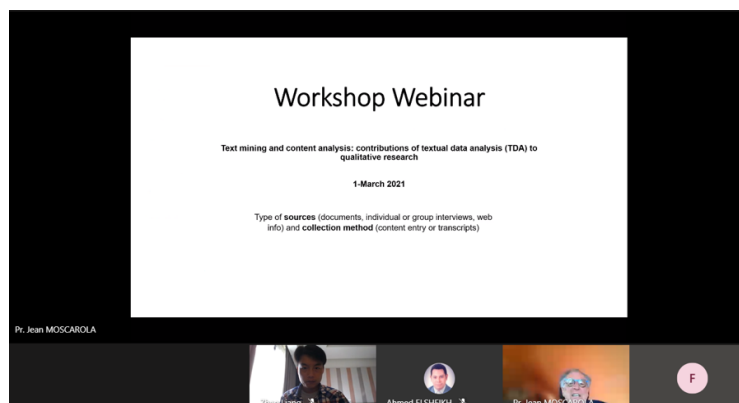
Induction meeting for new members of Business Science Institute Faculty

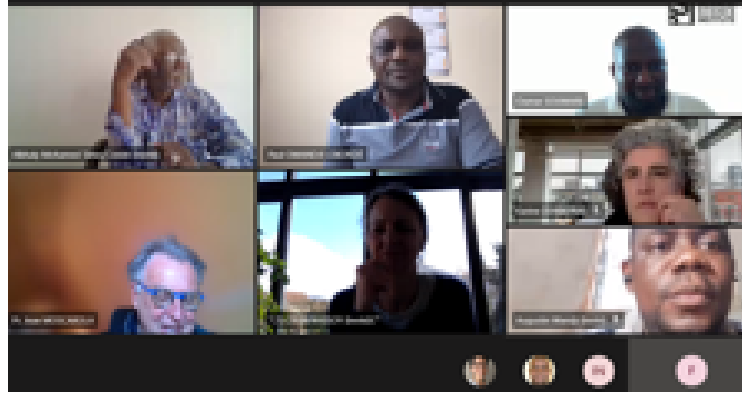
- **11 March:** This meeting, led by Professor [Michel Kalika](#), President of [Business Science Institute](#), aimed to present [Business Science Institute](#) (mission, values, organisation, programme....) to the new faculty members who joined the Institution in May 2020 and to welcome them into the Business Science Institute academic community. A session in English will be scheduled soon for the new international members.



“Field Survey & Data Analysis” Workshops

- **20 March:** First in a series of 4 workshops lasting 2 hours each (8 hours of training in total) in English and French led by Professor [Jean Moscarola](#) for doctoral students who have already passed their [Certificate of Research in Business Administration](#) (CRBA), all cohorts included.





ABIDJAN

CAMPC CENTRE AFRICAIN DE MANAGEMENT ET DE PERFECTIONNEMENT DES CADRES

CONFÉRENCE DE PRESSE

Pour le lancement de la deuxième cohorte du
DBA (Doctorate in Business Administration)

Jeudi 25 Mars
Heure : 10h00-11h00
Lieu : Salle TAFFIN au CAMPC

LES INTERVENANTS

Pr Joseph ASSI-KAUDJHIS
Pr Michel KALIKA
Pr Jean MOSCAROLA
Pr Sébastien LIARTE
Dr Mikou Léopold N'GUESSAN
Dr Guy François ABLE

N.B: La conférence sera disponible en ligne et en présentiel.

Contact: +225 27 22 44 43 22/ +225 05 06 77 34 35 / +225 07 07 14 76 66

- **25 March:** Press conference at [CAMPC](#) in Abidjan for the launch of the 2nd Abidjan Cohort which is due to start in October 2021. In the presence, on site, of Professors [Jean Moscarola](#), Doctor Kaudjhis ([CAMPC](#)), two Ivory Coast graduates, Doctors [Guy François Able](#) and Mikou Léopold N'Guessan, and with Professors [Michel Kalika](#) and [Sébastien Liarte](#) participating online.

Frédéric - Busin...

Dr GUESSAN BI...

Jules LELLA-KO...

CAMPC

Serge KOUMAR YEBOUA

Témoignages

Dr Guy François ABLE – diplômé 2019
« Identité religieuse et Management en Côte d'Ivoire : Étude exploratoire auprès de gestionnaires de ressources humaines (GRH) dans les entreprises privées à Abidjan », sous la direction du Pr. Françoise Chevalier, HEC Paris.

Dr Mikou Léopold N'GUESSAN – diplômé 2018
« L'implication des membres des équipes projets en question : le cas de la Banque Mondiale en Côte d'Ivoire », sous la direction du Pr. Françoise Chevalier, HEC Paris.

- **25-27 march** : Seminar n°3 for Bangkok cohort n°2 in the presence of Professor [Jean Moscarola](#).



DOUALA

- **11-13 March**: “Thematic Paradigms” face-to-face seminar for the Douala n°3 cohort in the presence of Professors [Françoise Chevalier](#) and [Emmanuel Kamdem](#) on our partner IME’s premises.



BANGKOK

- **18 March**: Supervisory seminar for the Bangkok n°1 cohort in the presence of Professor [Lars Meyer-Waarden](#).

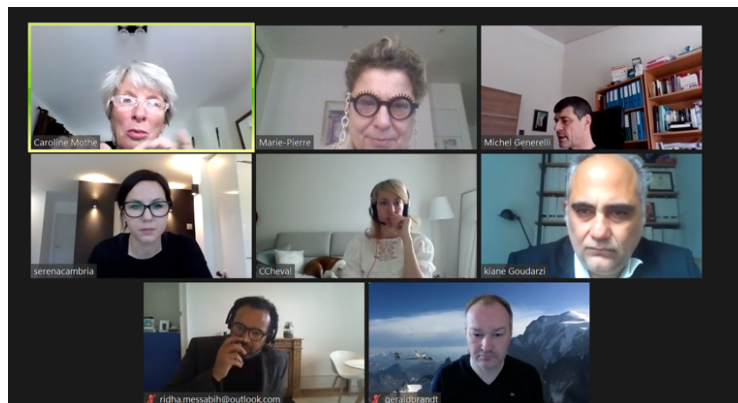


- **20-21 March**: Seminar n°3 for Bangkok cohort n°2 in the presence of Professor [Anne Bartel-Radic](#).



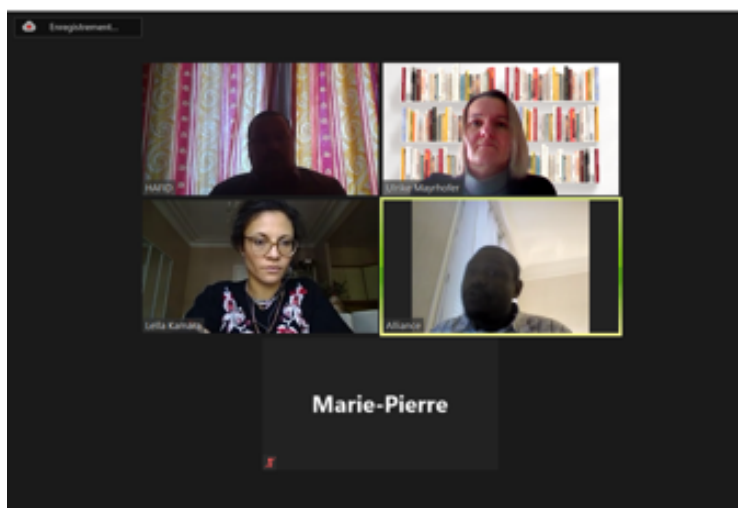
GENEVE

- **14 March:** Supervisory seminar for Geneva cohort n° 6 in the presence of Professors [Caroline Mothe](#) and [Kiane Goudarzi](#).



PARIS

- **9 March:** Seminar n°2 for the Paris n° 6 cohort in the presence of Professor [Ulrike Mayrhofer](#).



PUBLICATION



MEDIAS



Blandine Angeron, [Olivier Lavastre](#), "[La logistique, parent pauvre des services publics](#)" ('Logistics, the poor relation of public services'), *Le Point*, 13 March 2021.

In this article, the two authors discuss the role of logistics in the current distribution of vaccines, but above all the importance of

Supply Chain Management.

Some "striking" sentences:

"Logistics deficiencies are just the expression of supply chain management problems".

"Logistics is the 'easy' scapegoat for this situation. Easy, because it masks wider problems; easy, because it is unknown to the general public and to the authorities".

"Today, it is the last missing link in the chain that still needs to be organised: the link between the central pharmacy fridge and the patient."

"How many conductors are there in an orchestra? Just one!"

The authors also propose ways to change the current organisation: (1) to centralise and simplify the flow of decisions at the level of government authorities and all stakeholders; (2) to have a single information system to plan actions and centralise information; (3) for medical staff to concentrate on their core business.

[Covid-19: des vaccinodromes pour accélérer le rythme des injections](#), *La Croix*, 22 mars 2021.

Covid-19: "vaccinodromes" to speed up the pace of jabs

Professors Blandine Angeron and [Olivier Lavastre](#) were interviewed in the newspaper *La Croix* on the logistical implications of the new direction of the vaccine strategy in France: the mass flow of vaccines through the deployment of "vaccinodromes"



VIDEOS

[L'Afrique, avant-poste des transformations stratégiques managériales](#).

"Africa, at the forefront of strategic managerial transformations".

Xerfi Canal spoke to [Emmanuel Kamdem](#), member of the [Business Science Institute](#) Faculty and University Professor, ESSEC, University of Douala / IME, Business & Engineering School, Douala, Cameroon to talk about managerial transformations in Africa.

[Télétravail : « Un an après, on observe une augmentation des tensions »](#), *Ouest-France*,
13 mars 2021

In March 2020, the Covid-19 pandemic put France on the road to remote working. In a short period of time, employees had to adapt to a previously rather marginal practice. One year later, remote working is still in practice among workers. How have organisations adapted? What are the consequences of such massive remote working? This is what Professor [Aurélie Dudézert](#) and other professors from [Business Science Institute](#) ([Chantal Fuhrer](#), [Olivier Lavastre](#), [Florence Laval](#)) : Teleworking: "One year on, we are seeing an increase in tensions"



Webinar on "the impact and promotion of management research: the initiatives taken by the Fnege", 18 March 2021.

With contributions from Professors Jérôme Caby, Géraldine Schmidt, [Michel Kalika](#) and Charles-Henry Besseyre des Horts.

XERFI-Canal

"[La stratégie et le management devraient relever de l'exception culturelle](#)", "Strategy and management should be part of the cultural exception", 25 March 2021.

A video by [Jean-Philippe Denis](#), member of Faculty at [Business Science Institute](#) and Editor-in-Chief of *la [Revue Française de Gestion](#)*.



Une vidéo de [Jean-Philippe Denis](#), membre de la Faculté du [Business Science Institute](#) et rédacteur en chef de *la [Revue Française de Gestion](#)*.

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MANAGEMENT RESEARCH NEWS

Professor Henry Mintzberg



New pilot programme: Rebalance Society.

Starting now!

This 6-session programme will be offered for the first time from 8 April.

[Registration](#)

PaDEL

Le PaDEL (People and Digital Ecosystems Lab) is a support and innovation laboratory for the transformation of digital ecosystems under construction at UCLouvain in Belgium.

Focused on people, this laboratory groups together experts in communication, management, marketing, public administration and entrepreneurship. It aims to support organisations in their digital transformation by putting people at the centre of their thinking. PADEL will serve organisations (start-ups, companies, public administrations) in their transformation towards a digital ecosystem. The ecosystem approach aims to broaden the analysis of the challenges of digital transformation (all too often techno-centric) to include all stakeholders. It then allows us to identify the issues and actors at the heart of the transformation and to work with them throughout the transformation. PADEL's work is based initially on a SCALE (Scan, Choice, Appropriate, Learn, Enable) method developed on the basis of the most recent scientific work on the appropriation of technologies in

context (TAM, affordances, etc.). The strength of our multidisciplinary team is that we are able to refine/adapt our support and associated expertise according to the stakeholders at the heart of the digital transformation (employees, management, consumers, politicians, civil servants, citizens, entrepreneurs).

For more information, please contact Professor [Alain Vas](#), member of the [Business Science Institute](#) faculty.

Webinar CPME77, FIDAL, CRAMIF, AVISECONSEIL

Comment transformer vos obligations légales en Santé et Sécurité au Travail en avantages financiers ?

Mardi 30 mars 14h-15h

D. Schiavone
Président CPME77

Me M. Pipard
Avocate Droit du travail

Dr F. Rozière
Dirigeant Avisconseil

O. Poisson
Contrôleur de sécurité

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Free registration: <https://zcu.io/Q5TU>



IQSOG Letters

6 March 2021 (in French) [La lettre du 6 mars 2021](#)

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