



N° 98



**NOVEMBER
2021**

NEWSLETTER

**2021 International Week - Interview of the Month - Business Science Institute
News - Business Science Institute Faculty News - Alumni Portrait of the Month
- September Highlights - Publications - Videos - In the Media - Admissions -
Management Research News**

INTERNATIONAL WEEK 2021



The [Business Science Institute](#) International Week took place from 27 to 30 September 2021.

Here is a look back at the four-day programme:

Monday 27 September

9.15-9.30 am: Opening ceremony presented by Professor

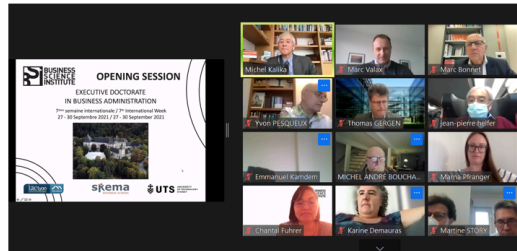
[Michel Kalika](#).

[Watch the video](#).

Prof. Michel KALIKA
President, Business Science Institute

Sept. 27th

Welcome

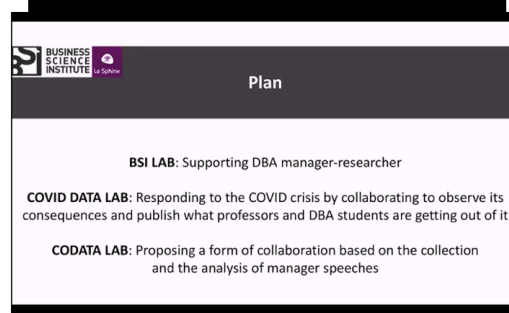


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#DBAiW2021

9.45-11.45 am: Presentation of the CO-DATA-LAB project by Professor [Jean Moscarola](#).

Prof. Jean MOSCAROLA & Prof. Florence LAVAL Sept. 27th



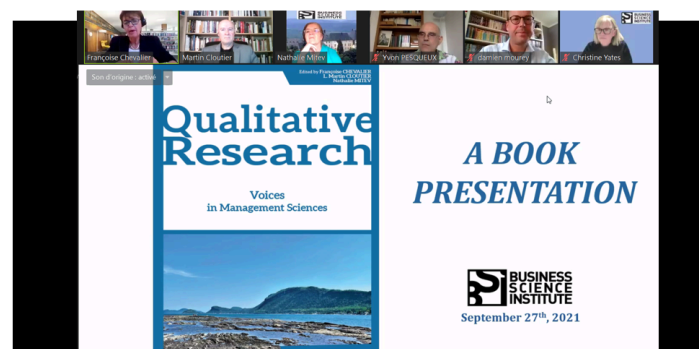
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#DBAiW2021

Presentation of the new book *Qualitative Research* by Professors [Françoise Chevalier](#), [Martin Cloutier](#) and [Nathalie Mitev](#).

Prof. CHEVALIER, Prof. MITEV & Prof. CLOUTIER

Sept. 27th



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#DBAiW2021

12.45-1.30 pm: “Management and Digital Age” Workshop by Professor [Pierre-Jean Benghozi](#).




Workshop
Management and Digital Age

Prof. Pierre-Jean BENGHOZI

Sept. 27th





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#DBAiW2021

Workshop on “Pandemic and economic crisis context in Africa: management research perspectives”, by Professor [Emmanuel Kamdem](#).

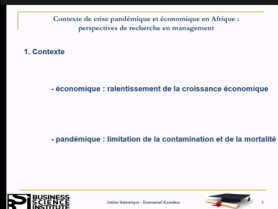



Workshop
**Contexte de crise pandémique et économique en Afrique :
perspectives de recherche en management**

Prof. Emmanuel KAMDEM

Sept. 27th







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2.00-5.15 pm: Certificate of Research in Business Administration defences (September session).




CRBA
 Certificate of Research in Business Administration

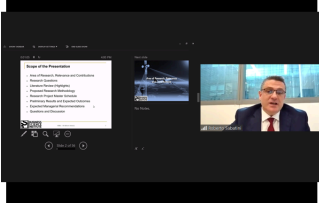
Roberto SABATINI

Sept. 27th

Digital Transformation and Sustainable Development in the Air and Space Transport Sector. An Integrated Business Modelling Approach

Thesis Supervisor
 Prof. Josserand

CRBA jury
 Prof. Torset
 Prof. Delacour



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Vivek SHARMA

Sept. 27th

Stakeholder oriented project methodology to improve effectiveness of information system implementation

Thesis Supervisor
 Prof. Dudézert

CRBA jury
 Prof. Laval
 Prof. Benghozi





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Christine YATES Sept. 27th

Managing good intentions while fulfilling stakeholder expectations: A Grounded Theory Study

Thesis Supervisor
 Prof. Walsh

CRBA jury
 Prof. Liarte
 Prof. Godé





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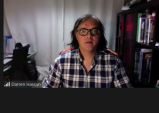
Darren Mark HASSAN Sept. 27th

Building Socially Sustainable organizations through Responsible Capitalism. Extending the triple bottom line approach by addressing the 'knowing-doing' gap(s) through clearly defined sustainability measures

Thesis Supervisor
 Prof. Josserand

CRBA jury
 Prof. Mitev
 Prof. Elie-Dit-Cosaque





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Jason LEONG Sept. 27th

A Mixed-Method Study in Assessing & Understanding Employee Engagement of Generation Z employees in China tool steel industry

Thesis Supervisor
 Prof. Ponsignon

CRBA jury
 Prof. Mitev
 Prof. Elie-Dit-Cosaque





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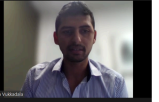
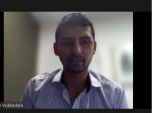
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Kiran VUKKADALA Sept. 27th

Determination of critical success factors for increasing sustainability within Oil and Gas industry: Focusing on value chains in logistic services

Thesis Supervisor
 Prof. Calvi

CRBA jury
 Prof. Torset
 Prof. Delacour

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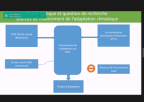
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Mohamed Francis Luc KEITA Sept. 27th

Conception et mise en œuvre d'un modèle intégrateur de financement de l'adaptation climatique au Mali : cas du fonds pour l'environnement mondial

Thesis Supervisor
 Prof. Kamdem

CRBA jury
 Prof. Laval
 Prof. Benghozi





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Syed Ashar AHMED Sept. 27th

Success factors for adopting automation technologies

Thesis Supervisor
 Prof. Godé

CRBA jury
 Prof. Mitev
 Prof. Elie-Dit-Cosaque





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Muhammad Azam ZIA Sept. 27th

Conceptualizations of the Impact of Project Management Methodologies on IT Projects in the Government Sector: A Mixed Methods-based Approach

Thesis Supervisor
 Prof. Cloutier

CRBA jury
 Prof. Mola
 Prof. Ageron





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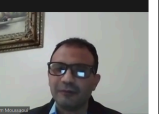
Abderrahim MOUSSAOUI Sept. 27th

Développer une culture de la sécurité pour améliorer la Santé et la Sécurité. Cas d'une PME Industrielle au Maroc

Thesis Supervisor
 Prof. Chalus-Sauvannet

CRBA jury
 Prof. Laval
 Prof. Benghozi





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Ledoux TCHUISSEU NGONGANG Sept. 27th

Entrepreneuriat camerounais au Québec : défis et facteurs de réussite

Thesis Supervisor
 Prof. Kamdem

CRBA jury
 Prof. Liarte
 Prof. Godé





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Aubin MWANSA MUSEKA Sept. 27th

Les facteurs de réussite en affaires dans un environnement crise et hostile : regard croisé République démocratique du Congo - Guinée

Thesis Supervisor
 Prof. Kamdem

CRBA jury
 Prof. Laval
 Prof. Benghozi





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BUSINESS SCIENCE INSTITUTE **UTS** **CRBA**
UNIVERSITY OF TECHNOLOGY SYDNEY
Certificate of Research in Business Administration

Mamadou TRAORE Sept. 27th

La place du contrôle interne dans la gouvernance - L'audit interne doit-il avoir le soutien des organes de direction ? Etude de cas du groupe ACP

Thesis Supervisor
Prof. Burlaud

CRBA jury
Prof. Liarte
Prof. Godé

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BUSINESS SCIENCE INSTITUTE **UTS** **CRBA**
UNIVERSITY OF TECHNOLOGY SYDNEY
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Sohail ZIAUDDIN Sept. 27th

Greenfield Investment Drivers & Economic implication

Thesis Supervisor
Prof. Nekhill

CRBA jury
Prof. Mola
Prof. Ageron

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5.30-6.30 pm: Academic Coordinators meeting.

Tuesday 28 September

9.00 am-12.15 pm / 2.00-5.15 pm: Executive Doctorate in Business Administration thesis defences.

BUSINESS SCIENCE INSTITUTE **ASSOCIATION AMBA Accredited** **eDBA Thesis Defense**
Executive Doctorate in Business Administration

Martine STORY-LAMARQUE Sept. 28th

Enjeux et tensions au sein de la dyade repreneur-fonds d'investissement lors d'un transfert externe de PME

Thesis Supervisor
Prof. Barredy

eDBA jury
Prof. Poussing, *President*
Prof. Schmitt
Prof. Deschamps

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BUSINESS SCIENCE INSTITUTE **ASSOCIATION AMBA Accredited** **eDBA Thesis Defense**
Executive Doctorate in Business Administration

Cyril VIDAL Sept. 28th

L'incertitude managériale du notaire. Quel (re)positionnement stratégique adopter pour l'avenir ?

Thesis Supervision
Prof. Denis & Prof. Mourey

eDBA jury
Prof. Kalika, *President*
Prof. Pesqueux
Prof. Benghozi

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Mamadou TRAORE

Sept. 28th

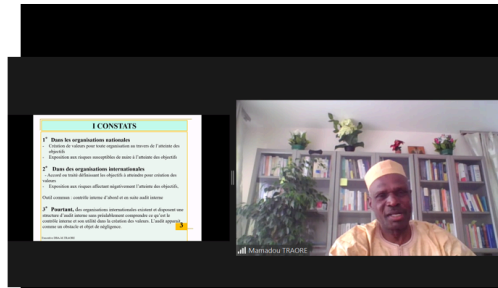
Rôle de l'audit interne
dans la gouvernance des
organisations
internationales. Cas du
groupe ACP

Thesis Supervisor

Prof. Burlaud

eDBA jury

Prof. Desmazes, *President*
Prof. Ben Kahla
Prof. Causse



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Eustache AKPANE

Sept. 28th

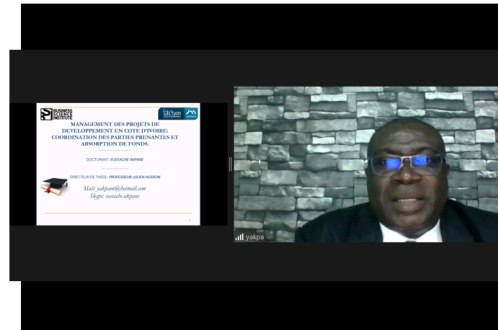
Management des projets
de développement en
Côte d'Ivoire :
coordination des parties
prenantes et absorption

Thesis Supervisor

Prof. Husson

eDBA jury

Prof. Schmitt, *President*
Prof. Delacour
Prof. Ageron



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Gyula NAGY

Sept. 28th

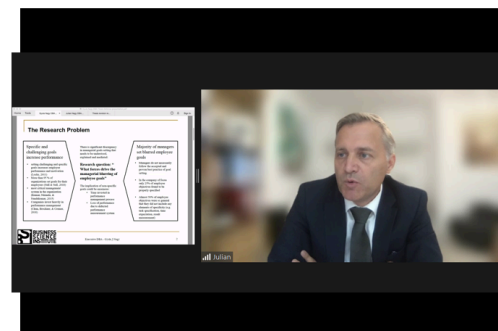
Investigating the
Managerial Blurring of
Employee Goals

Thesis Supervisor

Prof. Walsh

eDBA jury

Prof. Valax, *President*
Prof. Mothe
Prof. Bergadaà



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Oumar SOUMARE

Sept. 28th

L'internationalisation
régionale des sociétés
agroindustrielles
maliennes en Afrique : le
cas du groupe Koba

Thesis Supervisor

Prof. Mayrhofer

eDBA jury

Prof. Mourey, *President*
Prof. Fuhrer
Prof. Beddi

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Koudjokoum Jean TCHANGAI

Sept. 28th

Contribution à la
connaissance du
financement bancaire de
la PME au Togo : le point
de vue bancaire

Thesis Supervisor

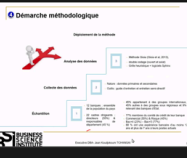
Prof. Hirigoyen

eDBA jury

Prof. Gajewski, *President*
Prof. Biwolé-Fouda
Prof. Nekhili

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Claude GENTILE

Sept. 28th

La résilience de
l'entrepreneur(e).
Recherche exploratoire
dans le secteur
numérique suisse

Thesis Supervisor

Prof. Mothe

eDBA jury

Prof. Schmitt, *President*
Prof. Deschamps
Prof. Godé

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Ziegnoungo dit Vali OUATTARA

Sept. 28th

Les enjeux de la certification ISO 9001 et le faible engagement des entreprises ivoiriennes

Thesis Supervisor

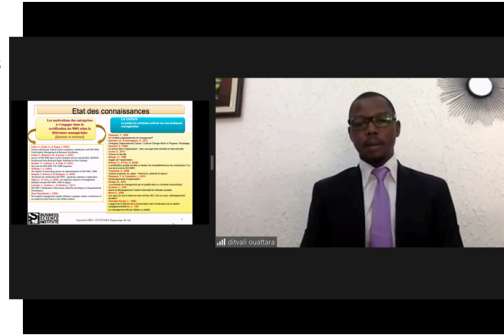
Prof. Benghozi

eDBA jury

Prof. Hagen, *President*
 Prof. Kamden
 Prof. Pesqueux

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Badih KAZMA

Sept. 28th

The impact of financial loss and distress on earning management practices. An Empirical study of Performance and Unethical Management Behaviors in Gulf Corporation Council (GCC) Listed Firms.

Thesis Supervisor

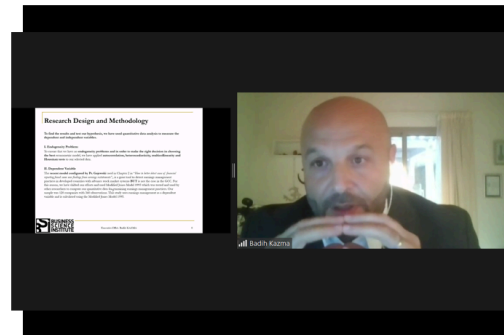
Prof. Valax

eDBA jury

Prof. Mitev, *President*
 Prof. Chevalier
 Prof. Gajewski

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Paul OMANDJI LOKONDE

Sept. 28th

Représentations entrepreneuriales des jeunes diplômés des universités congolaises : compréhension par les récits de vie

Thesis Supervisor

Prof. Schmitt

eDBA jury

Prof. Poussing, *President*
 Prof. Cloutier
 Prof. Burger-Helmchen

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Ethmane OUMAR

Sept. 28th

Les difficultés des projets industriels privés au sein d'un milieu d'affaires : approche par la confrontation des logiques institutionnelles des fonctionnaires publics et des entrepreneurs privés

Thesis Supervisor

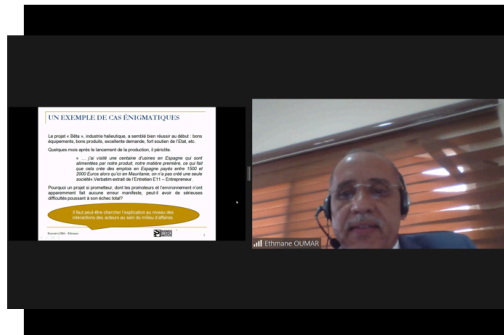
Prof. Liarte

eDBA jury

Prof. Husson, *President*

Prof. Kamden

Prof. Lavastre



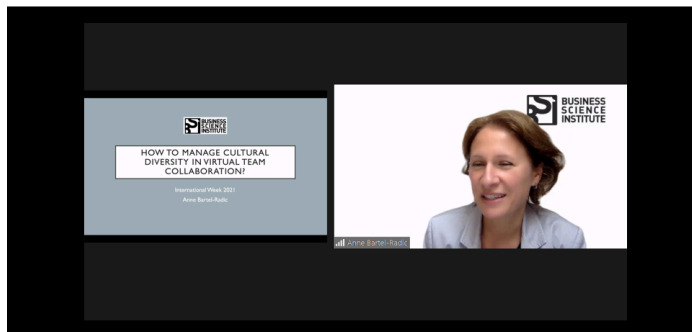
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12.45-1.30 pm: Workshop on "Managing cultural diversity in times of pandemic and lockdown" by Professor [Anne Bartel-Radic](#).

Prof. Anne BARTEL-RADIC

Sept. 28th



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"Self-Leadership Lab Presentation" Workshop by Professor [Emmanuel Josserand](#).

Prof. Emmanuel JOSSERAND

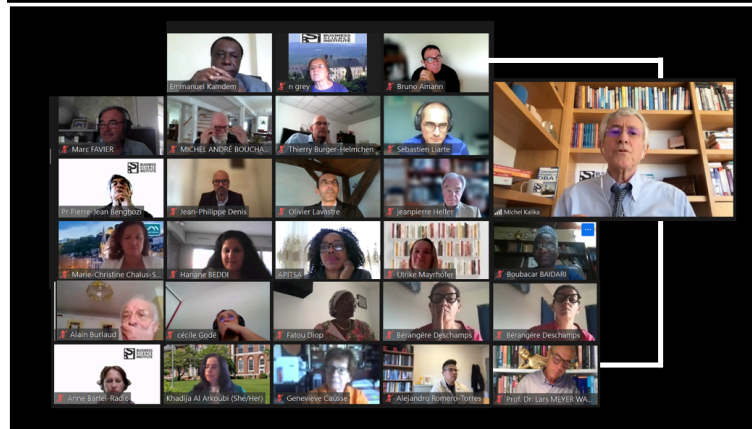
Sept. 28th



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5.30-6.30 pm: Faculty meeting.



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Sept. 28th

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Wednesday 29 September

9.00 am-12.15 pm / 2.00-5.15 pm: Executive Doctorate in Business Administration thesis defences.



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eDBA Thesis Defense

Executive Doctorate in Business Administration

Frank JACOB

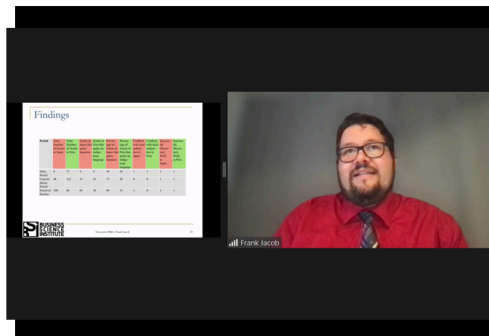
Religious Intercultural Management and the Value of Human Capital and a Global Mindset: A Historical Case Study of the Jesuit Missions in Japan and Peru in the 16th and 17th Centuries

Thesis Supervisor
Prof. Gergen

eDBA jury

Prof. Burlaud, *President*
Prof. Bartel-Radic
Prof. Mayrhofer

Sept. 29th



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Executive Doctorate in Business Administration

Julia PLÜNTSCH

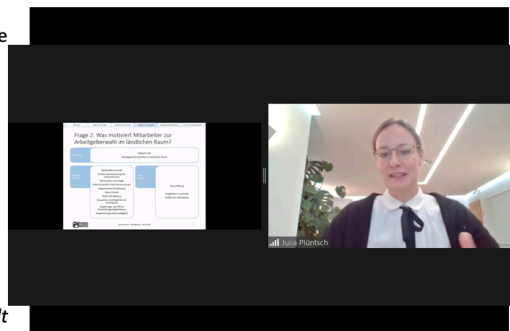
Welche Faktoren bewegen Führungskräfte zur Wahl eines Arbeitgebers im ländlichen Raum?

Thesis Supervisor
Prof. Hansjosten

eDBA jury

Prof. Meyer-Waarden, *Pdt*
Prof. Heimann
Prof. Hagen

Sept. 29th



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Jean ELIA

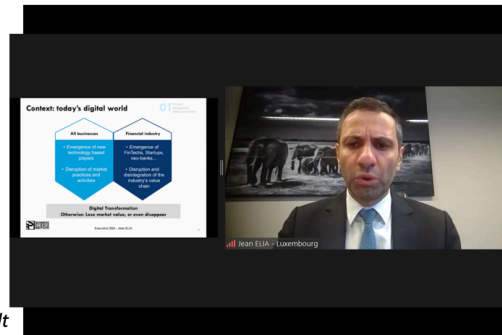
Sept. 29th

Leadership of Digital Transformation. The case of CEOs in the banking industry

Thesis Supervisor
 Prof. Thévenet

eDBA jury

Prof. Chalus-Sauvannet, *Pdt*
 Prof. Chevalier
 Prof. Dudézert


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Xiaolie QI

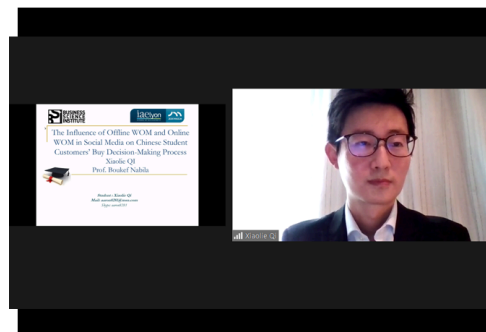
Sept. 29th

The influence of offline WOM and online WOM in social media on Chinese student customers' buy decision-making process

Thesis Supervisor
 Prof. Boukef

eDBA jury

Prof. Kalika, *President*
 Prof. Fuhrer
 Prof. Pallud


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Marcel-André FRIEDRICH

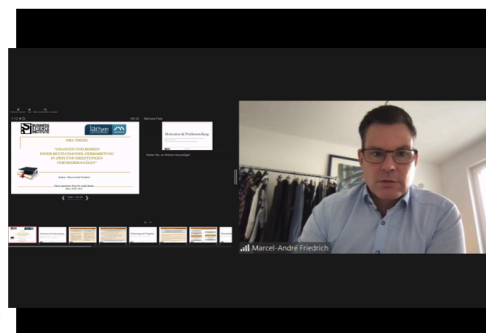
Sept. 29th

Chancen und Risiken einer multichannel-vermarktung in zwei und dreistufigen Vertriebskanälen

Thesis Supervisor
 Prof. Reuter

eDBA jury

Prof. Kallmünzer, *President*
 Prof. Mayrhofer
 Prof. Heimann


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Elmar PLÜNTSCH

Sept. 29th

Wie wird Business Model
Innovation in der
Konsumgüterbranche
umgesetzt?

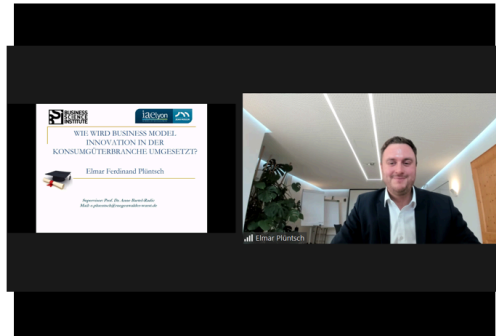
Thesis Supervisor
Prof. Bartel-Radic

eDBA jury

Prof. Meyer-Waarden, *Pdt*
Prof. Ponsignon
Prof. Hagen

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Al Hamndou DORSOUMA

Sept. 29th

Conflit armé et
développement durable en
Afrique : rôle de l'intelligence
environnementale (Situation
de la Côte d'Ivoire)

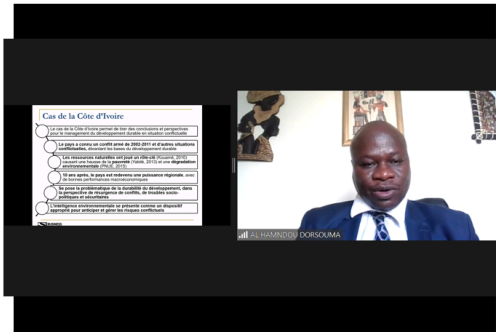
Thesis Supervisor
Prof. Bouchard

eDBA jury

Prof. Beddi, *President*
Prof. Baidari
Prof. Chalus-Sauvannet

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#DBAiW2021



Alexander ELATI

Sept. 29th

Amélioration du processus
de réponse aux appels
d'offres par l'application de
méthodes de gestion de
projet : Cas des appels
d'offres publics sur les
équipements médicaux

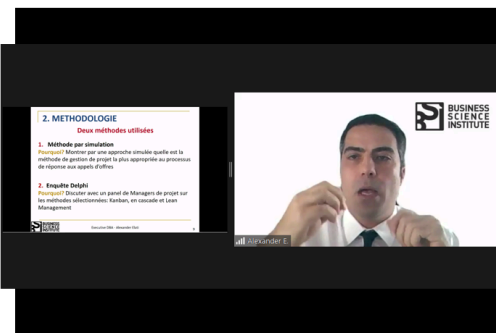
Thesis Supervisor
Prof. Lavastre

eDBA jury

Prof. Husson, *President*
Prof. Fuhrer
Prof. Dudézert

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#DBAiW2021



Michel ZINNKAN

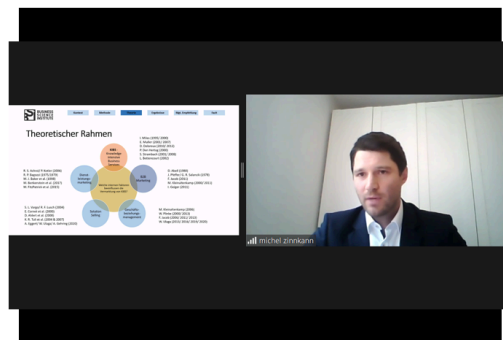
Sept. 29th

Einfluss von internen Faktoren auf die Vermarktung von Knowledge Intensive Business Services (KIBS)

Thesis Supervisor
Prof. Bartel-Radic

eDBA jury

Prof. Hagen, *President*
Prof. Meyer-Waarden
Prof. Heimann



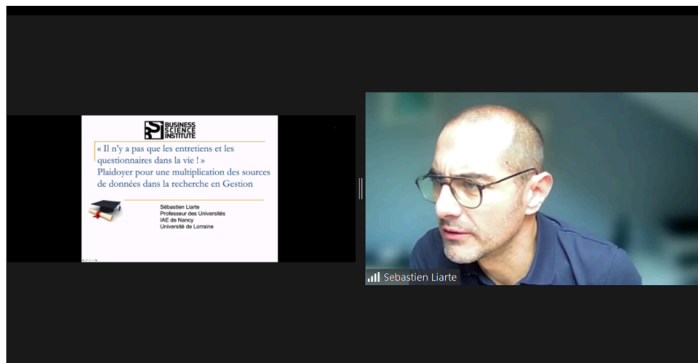
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12.45-1.30 pm: Workshop on "There is more to life than interviews and questionnaires", by Professor [Sébastien Liarte](#).

Prof. Sébastien LIARTE

Sept. 29th



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Workshop on "Challenges to 'new' public management generated by the COVID19 pandemic", by Professor [Yvon Pesqueux](#).

Prof. Yvon PESQUEUX

Sept. 29th



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Philippe ANHORN

Sept. 29th

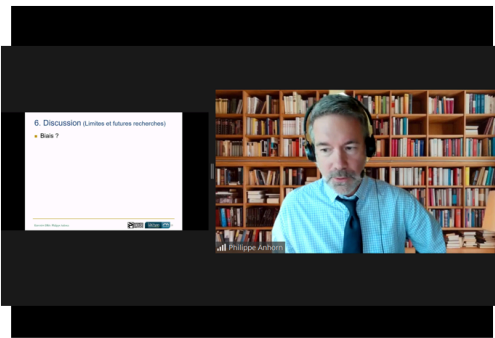
Le partenariat de soins :
une évidence
écosystémique. Le cas du
Réseau Santé Région
Lausanne (RSRL)

Thesis Supervisor

Prof. Zardet

eDBA jury

Prof. Thévenot, *President*
Prof. Husson
Prof. Bonnet
Prof. Pomey



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#DBAiw2021

Robert SOJIC

Sept. 29th

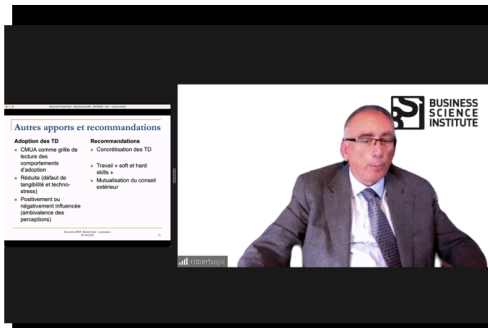
Le dirigeant de Petite
Entreprise face à la
transformation digitale.
Le cas du courtier
d'assurance

Thesis Supervisor

Prof. Dudézert

eDBA jury

Prof. Mitev, *President*
Prof. Moscarola
Prof. Laval



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Eric Florentin TCHIENGANG NGONGANG Sept. 29th

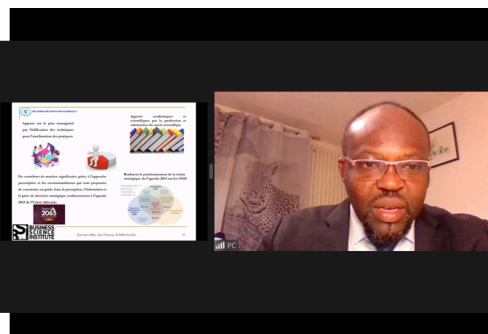
L'ambidextrie organisationnelle à
l'épreuve d'un Pays du sud :
étude comparée d'entreprises
exerçant dans trois (3) secteurs
d'activité - banque, hôtellerie et
BTP au Cameroun

Thesis Supervisor

Prof. Pesqueux

eDBA jury

Prof. Liarte, *President*
Prof. Poussing
Prof. Diop Sall



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Vivien GARNES

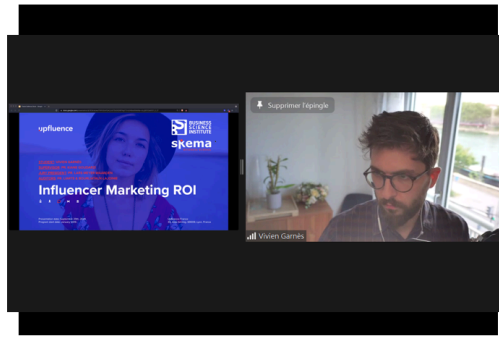
Sept. 29th

Return on Influencer
Marketing Investment

Thesis Supervisor
Prof. Goudarzi

eDBA jury

Prof. Meyer-Waarden, *Pdt*
Prof. Bourliataux-Lajoie
Prof. Liarte



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#DBAiW2021

Masialeti MASIALETI

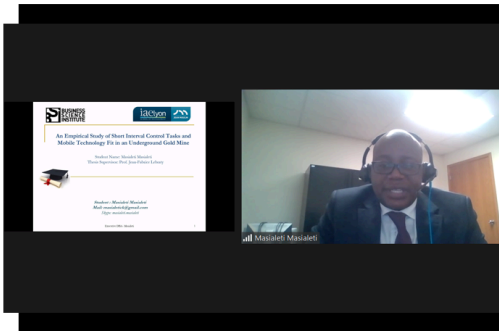
Sept. 29th

An Empirical Study of
Short Interval Control
Tasks and Mobile
Technology Fitness in an
Underground Gold Mine

Thesis Supervisor
Prof. Lebraty

eDBA jury

Prof. Kalika, *President*
Prof. Pallud
Prof. Fournier



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Mohamed LAYE

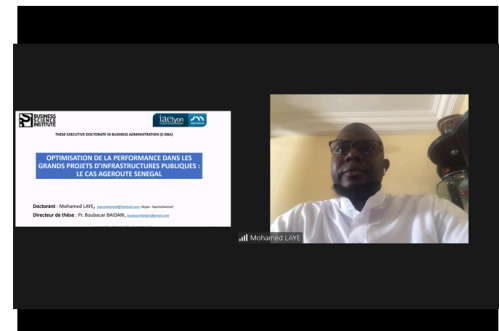
Sept. 29th

Optimisation de la
performance dans les
grands projets
d'infrastructures
publiques : le cas
Ageroute Sénégal

Thesis Supervisor
Prof. Baidari

eDBA jury

Prof. Mourey, *President*
Prof. Diop Sall
Prof. Moscarola



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Lindita SIRRI

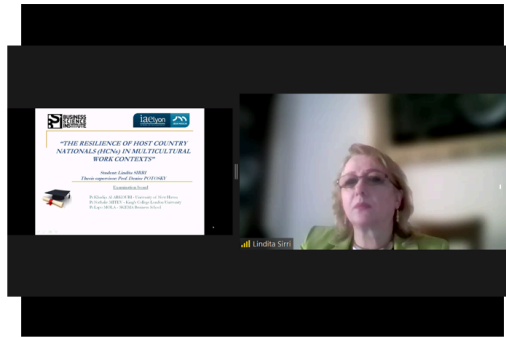
Sept. 29th

The resilience of host
country nationals (HCNs)
in multicultural work
contexts

Thesis Supervisor
Prof. Potosky

eDBA jury

Prof. Mola, *President*
Prof. Al Arkoubi
Prof. Mitev



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5.30-6.30 pm: Academic Steering Committee meeting.

Thursday 30 September

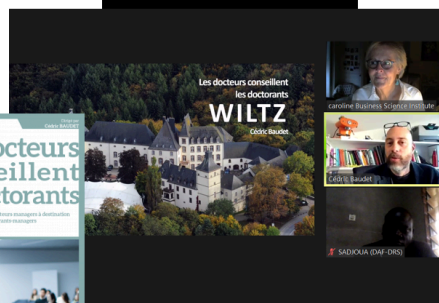
8.30-9.30 am: Presentation of the book by [Cédric Baudet](#), *Doctors advising Doctoral Students*, Business Science Institute collection, EMS editions.

Sept. 30th

Dr. Cédric Baudet
(dir.)

*Les docteurs
conseillent les
doctorants*

— éditions —
ems
**MANAGEMENT
& SOCIÉTÉ**



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9.45 am-12.00 pm: Presentation of new books in the [Business Science Institute](#) collection at EMS editions, by Professor [Alain Burlaud](#).



The two objectives of the Business Science Institute book series:

- To share the knowledge of Professors teaching and supervising on the DBA;

- **Partager la connaissance des professeurs sur le DBA**



- To disseminate the work of DBA graduates.

- **Diffuser les travaux des Docteurs du DBA : créer de l'impact**



Sept. 30th

Dr. Fadoua Tahari

*Les pratiques du
leadership dans les
entreprises privées
marocaines*

éditions
ems
**MANAGEMENT
& SOCIÉTÉ**



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#DBAiW2021

Sept. 30th

Dr. Amara Kouyate

*Pratiques de GRH dans les
organisations internationales*

éditions
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Sept. 30th

Dr. Hedi Guelmami

*La recherche
en santé*

éditions
ems
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Sept. 30th

**Prof. Anne Bartel-Radic
(dir.)**

*Bénévolat et
management*

éditions
ems
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Sept. 30th

**Prof. Michel Kalika
Prof. Paul Beaulieu
(dir.)**

*Les impacts
durables de
la crise sur le
management*

éditions
ems
**MANAGEMENT
& SOCIÉTÉ**



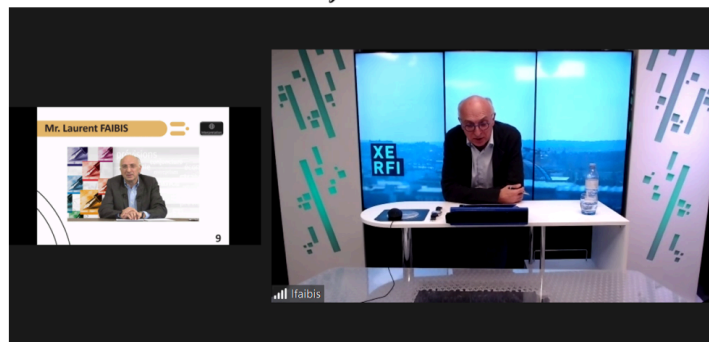
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1.00-4.00 pm: graduation ceremony presented by Professor Michel Kalika.

Award of the title of Doctor Honoris Causa to Laurent Faibis, CEO XERFI by Professor Françoise Chevalier.

Doctor Honoris Causa
Laurent FAIBIS, Groupe XERFI

Congratulations!



Sept. 30th

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Award of the Managerial Impact Prizes by Professor Jean-Pierre Helfer.



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MANAGERIAL IMPACT PRIZE
Prof. Jean-Pierre HELFER

Congratulations!



**MANAGERIAL
IMPACT prize**



Dr. Julia PLÜNTSCH



Dr. Oumar SOUMARE

Dr. Cyril VIDAL



Sept. 30th

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The end

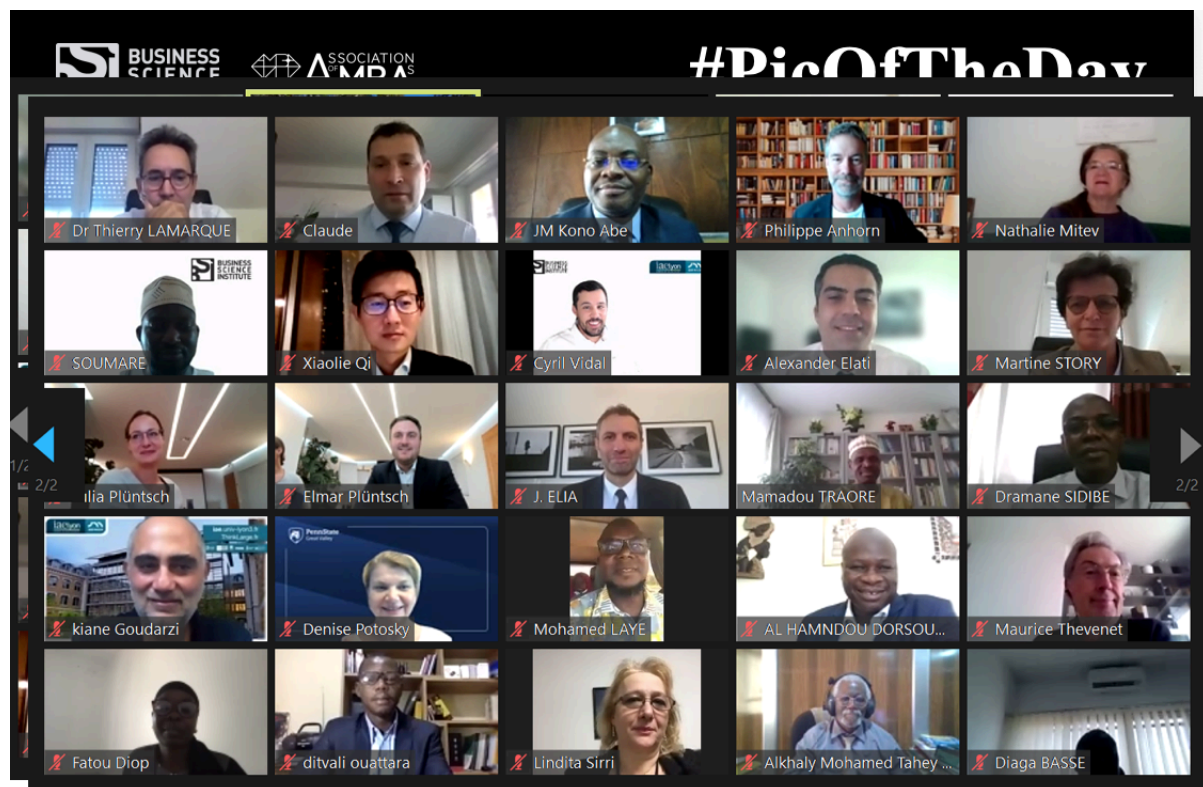
Congratulations!

*& thank
you!*

for this amazing

#DBAiW2021

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[Business Science Institute](#) would like to thank the doctoral students, the new DBA graduates, the faculty members and the support team, with a special mention to Stephen who took on the challenge of providing simultaneous interpreting of the proceedings during the new book presentation sessions and the graduation ceremony.

[Watch the video.](#)

INTERVIEW OF THE MONTH



Interview with Yann, Information Systems & Website Manager at [Business Science Institute](#).

Aline: Hello Yann, you are our IT manager. What does your work involve?

Yann: Hello Aline, at the moment my work is focused on the development and implementation of software tools. Overall, my objective is to centralise data in order to facilitate the transmission of information between the members of the support team, the professors, the doctoral students and the accreditation bodies. Occasionally, I solve problems related to the use of e-mails or software.

Aline: Can you tell our readers about what led you to join [Business Science Institute](#)?

Yann : In 2012, I received an e-mail from Prof. Michel Kalika. At that time, [Business Science Institute](#) was just a "small organisation" where everything still remained to be done. My first mission was to set up a digital strategy for the website. We

improved the website so that it would come up on all searches related to the Executive DBA (in French, English and German). Then, other missions were entrusted to me to meet other needs.

Aline: What have been the major developments since you arrived and how do you envisage things in the future?

Yann: [Business Science Institute](#) attracts Internet users from all over the world. When we analyse the statistics, we notice that a large majority of them consult the website, social networks or attend seminars/conferences with a smartphone or a tablet. The current website was no longer adapted to this new way of accessing information. We therefore decided a few months ago to redesign the site so that it could respond to current practices while anticipating future needs.

Aline: How has the health crisis changed your activities and those of [Business Science Institute](#)?

Yann: The health crisis has not greatly changed the nature of my activities as I have always worked remotely! However, we have been encouraged to find alternatives to our physical events (international week, seminars) and to find other ways of bringing together members of the institution (notably by setting up Microsoft Teams and Zoom).

Aline: Your activities lead you to be involved in educational innovation. Which do you think have been the most impactful ones for [Business Science Institute](#)?

Yann: The quality of the support provided to doctoral students is one of the key criteria audited by accreditation bodies. Beyond a certain threshold, it becomes difficult to keep track of everything that happens in an organisation. Exchanges can take place over different communication channels (phone, WhatsApp, Skype, face-to-face). With over 200 current DBA students at [Business Science Institute](#), you can imagine the complexity of keeping track of them. After several months of reflection, we decided to set up a simple and easy-to-use reporting system for professors and doctoral students. We receive a copy of all the exchanges made by e-mail. A software programme analyses them and alerts the academic support team when a doctoral student has not been active for a certain period of time.

Since 2020, we have also been recording our doctoral supervisory seminars. If the doctoral student wishes, they can access their own video in order to review the presentation and listen to the feedback from the professors. This feedback is an essential part of improving their written thesis or their oral presentation material. If the DBA student agrees, we can also make these recordings available to other participants. Even though this might not seem to be a major pedagogical innovation, it is quite rare to see it in doctoral institutions.

Aline: And one last question, are you more of a Mac or Microsoft person?

Yann: I mainly use Mac! Each operating system has its advantages and disadvantages. That's why I also work with Linux and Windows.

Webinar | DBA for Managers | Niger | 12 October

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BUSINESS SCIENCE INSTITUTE

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Webinar

Le DBA pour Managers

Executive Doctorate in Business Administration au Niger

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+ de 35 livres publiés
+ de 100 professeurs

Comment réussir son DBA?
Les docteurs conseillent les doctorants

Prof. Michel Kalika
Professeur émérite | iaelyon
Président du Business Science Institute

Prof. Boubacar Baidari
Professeur | Université Abdou Moumouni de Niamey

Mardi 12 octobre
18h30 – 19h15 (Paris)
17h30 – 18h15 (Niamey)

[Registration](#)

Webinar | DBA for Managers | Switzerland | 25 November - 6.30 pm

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Webinar

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Prof. Michel Kalika
Professeur émérite | iaelyon
Président du Business Science Institute

Prof. Cédric Baudet
Professeur ordinaire | Haute école de gestion Arc
Alumni du Business Science Institute

Jeudi 25 novembre
18h30 – 19h15 (CET)

[Registration](#)

BUSINESS SCIENCE INSTITUTE FACULTY NEWS



Jean-François Gajewski, member of the Business Science Institute faculty and Professor at iaelyon School of Management, wins an ANR call for projects.

[Jean-François Gajewski](#) and his team of researchers have won an ANR call for projects, marking a first for the Magellan research laboratory. The research project, called REMOTAUDIT, and the result of a long-standing international collaboration with Canada, was selected by the "Innovation, Work" scientific evaluation committee. The project will start in April 2022

and will last 4 years.

[More information on the project.](#)

ALUMNI

PORTRAIT DU MOIS



Dr. [Frédéric Favre](#), a graduate of [Business Science Institute](#) (Geneva cohort n°1, 2013-2016) talks to us about the different impacts of his Executive DBA studies.

Caroline: *Hello Dr. Favre, you were one of the first students to enrol at [Business Science Institute](#), what were your motivations?*

Frédéric: *I was looking for a better understanding of what academia could bring to a business practitioner. Understand better, to work better.*

Caroline: *6 years after you defended your thesis and obtained your Executive Doctorate in Business Administration, what are your observations? Has this training enabled you to evolve in your professional sphere?*

Frédéric: *The programme helps me on a daily basis thanks to the perspective that the DBA has given me, and has also helped me to better interpret the messages coming from the academic world. Maybe this has been even more true during the pandemic.*

Caroline: *In your opinion, how does [Business Science Institute](#) meet the expectations of practising managers?*

Frédéric: *Beyond a certain (hierarchical) level, managers can no longer just call on consultants/experts and wait for their conclusions, they must co-construct the analysis to guarantee that the deliverable is of sufficient quality. To do this, the tools used are mainly based on academic theory, research, methodologies, epistemological positions, etc. It is therefore necessary to be able to understand these processes, which is what Business Science Institute provides.*

Caroline: *Your thesis was about the adaptive performance of middle managers. What were the reasons that led you to this choice?*

Frédéric: *In business, the question often arises as to why some people perform where others do not. In an increasingly agile professional world, it was important for me to understand what could influence - or not - the adaptive performance of the essential link in the hierarchical chain, namely middle managers.*

Caroline: *And if you had to do it all over again, what would your topic be today?*

Frédéric: *Given my position as State Councillor of my Canton in Switzerland (Ministry), I think that a comparison of managerial practices between those prevailing in the public sector and those prevailing in the private sector could be interesting.*

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!

SEPTEMBER HIGHLIGHTS

Webinar by Prof. [Lars Meyer-Waarden](#) "The DBA for Managers in Bangkok, Saigon and Hanoi", 18 September 2021.

EXPERIENCE
KNOWLEDGE
IMPACT

**BUSINESS
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Webinar

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The DBA for Managers
Executive Doctorate in Business Administration

in Bangkok 🇹🇭 , Saigon & Hanoi 🇻🇳

+ 100 theses defended
+ 35 books published
+ 100 professors

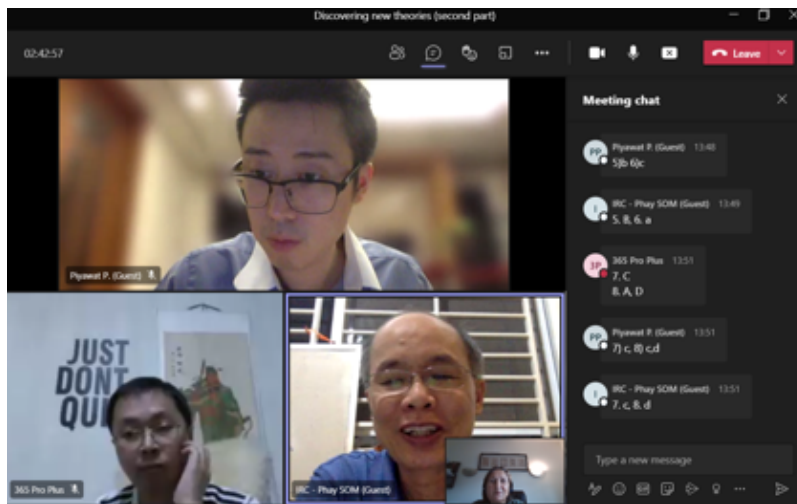
Prof. Dr. Lars Meyer-Waarden
Full Professor | Toulouse School of Management
Director Doctorate Business Administration Business Science Institute in Bangkok

Saturday, September 18th
1 pm – 1.45 pm (CET)

Bangkok Seminar No. 2 (2020-2023), 16 September 2021 with Prof. [Jessie Pallud](#).



Bangkok Seminar 2 (2020-2023), 16 September 2021 with Prof. Isabelle Walsh.



EDBAC Annual Conference, "Engaged Management Scholarship 2021 Conference", 9 September 2021 with 3 presentations by members of [Business Science Institute](#).



PRESENTATION #1 - Doctoral Consortium: *Boundary Spanning in Vocational Education & Training: Case Study of a German Industrial VET Department*
Barbara Ofstad - Frankfurt (DE) n°2 (2020-2023)
Thesis supervision: Anne Bartel-Radic

PRESENTATION #2 - Panel Session 2: *Creating New Spaces for Engaged Scholarship in the DBA Context - Peer-to-peer Interaction between Alumni and Programme Participants: The Case of Business Science Institute*
Michel Kalika & Stephen Platt



PRESENTATION #3 - Panel Session 3: *The Impact of the COVID-19 Crisis on Management Practice - A World of Opportunities For Engaging a Networked Faculty Team in a Collaborative Research Project Leading to a Joint Book Publication*
Michel Kalika, Jean Moscarola & Stephen Platt

Conference by Prof. [Jean Moscarola](#) on 11 September 2021.

A PICTURE WALL TO STIMULATE NARRATIVES

When you think back to the past ten months, what images come to your mind?

Stephen Platt

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Jean Moscarola

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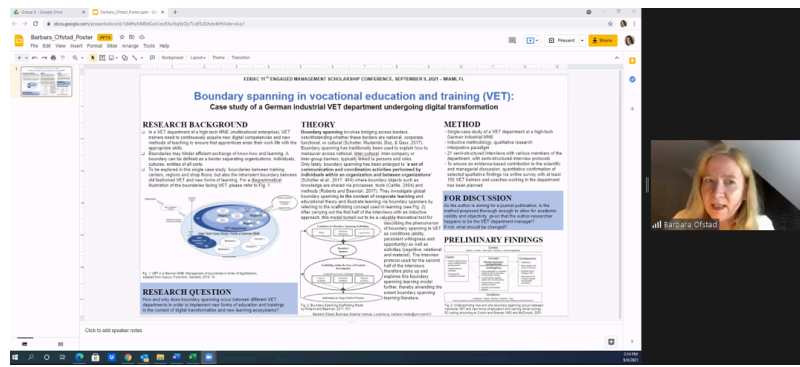
Your

the

530 respondents

65,845 words

Presentation on 9 September 2021 by Barbara Ofstad, doctoral student at [Business Science Institute](#) (Frankfurt DE n°2, 2020-2023) who is preparing her Executive DBA thesis under the supervision of Prof. [Anne Bartel-Radic](#).



PUBLICATIONS

Dutraive, V., Arena, R., [Benghozi, P. J.](#), & [Burger-Helmchen, T.](#) (2021). [Industrie et comportements créatifs: leçons du passé et recherches actuelles](#) (Industry and creative behaviour: lessons from the past and current research). *Revue d'économie industrielle*, (174), 15-32.

[Benghozi, P. J.](#), Salvador, E., & Simon, J. P. (2021). [Strategies in the cultural and creative industries: static but flexible vs dynamic and liquid. The emergence of a new model in the digital age.](#) *Revue d'économie industrielle*, (174).

[Chevalier, F.](#), & Dejoux, C. (2021). [Intelligence artificielle et Management des ressources humaines: pratiques d'entreprises](#) (Artificial intelligence and human resources management: company practices). *Annales des Mines-Enjeux Numériques*, (15), 94-105.

[Cornet A.](#), [Kamdem E.](#), Sem P., Hakizumukama A et El Abboubi M. (2021). *La gestion des ressources humaines en Afrique subsaharienne et en Afrique du Nord* (The management of human resources in sub-Saharan and North Africa). Québec/Dakar, Presses de l'Université du Québec/Les éditions du commerce, 496 pages.

The aim of this book is to provide a human resource management (HRM) manual adapted to the sub-Saharan and North African context. For sub-Saharan Africa, we target the following countries: Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Comoros, Ivory Coast, Gabon, Guinea, Madagascar, Mali, Mauritania, Niger, Republic of Congo, Senegal, Togo. For North Africa: Algeria, Morocco, Tunisia. Tools and numerous projects carried out in the countries concerned are presented. Each theme is enriched with cases developed with African partners and found in the academic literature.



VIDEOS

[Accompagner les étudiants pour créer du sens : le cas de l'IAE de Lyon](#). (Accompanying students to create meaning: the case of iaelyon).

Xerfi Canal spoke to [Marie-Christine Chalus-Sauvannet](#), member of faculty at [Business Science Institute](#) and professor at iaelyon School of Management, to talk about student support.

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



[Innovations publiques et nouvelles formes de management public](#). (Public innovations and new forms of public management).

Xerfi Canal spoke to [Madina Rival](#), member of faculty at [Business Science Institute](#) and professor at the Cnam, to talk about the new

forms of public management.

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

MEDIAS

- [Le système d'apprentissage en Allemagne : un modèle de formation ?](#),

(The apprenticeship system in Germany: a model for training?) *The Conversation*, 12 September 2021.

THE CONVERSATION

An article co-authored by Prof. [Anne Bartel-Radic](#) and her DBA student Barbara Ofstadt (Frankfurt, DE No. 2, 2020-2023).

In Germany, the apprenticeship training system guarantees a level of employment among young people that is admired at European level. Moreover, 47% of professional and managerial staff in Germany are trained in this way, followed by further training with qualifications such as 'technician' (*Techniker*) or 'master craftsman' (*Industriemeister*). They are thus more numerous than the 39% of senior managers with an academic background (i.e., with at least a Bachelor's degree).

German apprenticeship training is often cited as an example in France, as a way of enabling professional integration into companies and as a remedy against youth unemployment. However, 86% of German secondary school students are enrolled in programmes combining work and school, whereas only about 25% are in France. What is the reason for this?

- **Le Monde**

Marketing : « [Les chercheurs sont parvenus à des mesures de bien-être beaucoup plus](#)

prédictives en matière de fidélité » (Researchers have succeeded in making measures of well-being much more predictive of loyalty), *Le Monde*, 26 September 2021.

A tribune written by Professor [Lars Meyer-Waarden](#).

In an article in Le Monde newspaper, the professor of management notes that, in addition to immediate consumer satisfaction, companies are now seeking to measure their level of well-being in order to improve customer loyalty, ...

ADMISSIONS

- Executive DBA in French



[ABIDJAN](#)

[Executive DBA Abidjan – Cohort n°2 \(2021-2025\)](#)

[BAMAKO](#)

[Executive DBA - Bamako - Cohort n° 2 \(2021-2025\)](#)



[CASABLANCA](#)

[Executive DBA - Casablanca - Cohort n°1 \(2021-2025\)](#)

[DAKAR](#)

[Executive DBA Dakar – Cohort n°7 \(2021-2025\)](#)



[DOUALA](#)

[Executive DBA Douala - Cohort n°4 \(2021-2025\)](#)

- Executive DBA in English



[BANGKOK](#)

[Executive DBA - Bangkok - Cohort n° 3 \(2021-2025\)](#)



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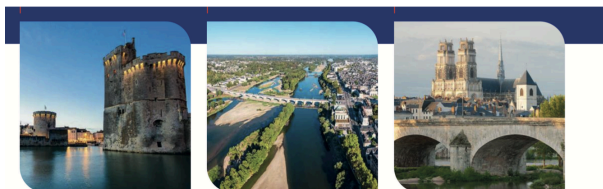


Executive
DBA
Mauritius (

2021-2025).

SHANGHAI

Executive DBA Shanghai – Cohort 3
(2021-2025).



Tourism & Hospitality - Cohort n°1
(2021-2025).

- **Executive DBA in German**



FRANCFORT

Executive DBA Francfort - Cohort °3 (2021-2025).

For all enquiries, please contact us:

Monday to Friday from 9h to 18h

By telephone: +352 621 376 588 (Luxembourg)

+33 7 60 73 42 15 (France)

contact@business-science-institute.com

ONLINE DBA en français, en anglais et en allemand



Pour toutes les questions :

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+49 172 2066769 (allemand) : Yasemin

contact@business-science-institute.com

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contact@business-science-institute.com

MANAGEMENT RESEARCH NEWS



[Edition of 11 September 2021.](#)

With a contribution by Professor Madina Rival.



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