



N° 98



NOVEMBER
2021

NEWSLETTER

New book releases - Managerial Impact Prize - Interview of the month - Training - Agenda -
Alumni news - October highlights - Publications - Media - Videos - Admissions -
Management research news.

NEW BUSINESS SCIENCE INSTITUTE BOOK RELEASES

6 new books have been added to the [EMS Business Science Institute collection](#).

- **DBA fundamentals**

[Doctors advising doctoral students. Study tips for doctoral students from doctoral graduates](#), edited by par [Cédric Baudet](#) ([Geneva Cohort n° 1, 2013-2016](#)), 2021, 240 p.

This book contains advice offered by Executive DBA graduates to students, and in particular those who are working in parallel to their doctoral education. It is divided into seven parts, with short but detailed chapters that give guidance on how to successfully complete the different stages of the doctoral process. Each chapter follows the same structure: 1) a specific question that typically might be raised by a doctoral student is presented, 2) a few key words are given to describe the content of the chapter, 3) a specific piece of advice is discussed in the body of the text, and 4) references for further reading are provided to help the doctoral student explore the topic covered in the chapter.

This book results from a series of meetings that take place each year during the International Week organised by Business Science Institute in Luxembourg. Since 2016, graduates from Business Science Institute have been meeting DBA students during workshops to share their knowledge and experiences of the doctoral journey. From this initiative, two observations can be



made. On the one hand, DBA student-managers seek to understand the mechanisms of research in order to produce knowledge from their considerable professional experience. On the other hand, after completing their thesis, DBA graduate-managers seek to pass on the knowledge produced through their doctoral research. This mainly involves sharing it with their professional network, for example through specialist publications, seminars or media appearances. Their desire to disseminate knowledge was indeed the driving force behind the writing of this pioneering book.

Edited by Cédric Baudet, with contributions from: Cédric Baudet, Sébastien Bourbon, Constantin K. Dabire, Mohamad Gakou, Hédi Guelmami, Caroline Hertz, David Larivière, Vincent Mottet, Didier Mwewa Wa Mwewa, Mikou Leopold N'guessan, Dramane Sidibe, Aissatou N. Sy, Fadoua Tahari, Amadou Tall, Omar Wade.

- **Managerial practices**

[Bénévolat et management. Pratiques, paradoxes et préconisations](#), Voluntary work and management. Practices, paradoxes and recommendations, edited by [Anne Bartel-Radic](#), 2021, 228 p.



Associating volunteering with management? What a job!

14 academics and managers of non-profit associations discuss the practices and paradoxes of managing volunteers and management by volunteers, as well as the collaboration between volunteers and employees.

12 chapters highlight the issues that arise in any organisation that mobilises volunteers. They are accompanied by 12 chapters of case studies of organisations that have experienced this challenge.

Although this book is grounded in the current state of knowledge developed by social science research, it is resolutely oriented towards practice, and offers numerous recommendations for successfully combining volunteering and management.

A book edited by Anne Bartel-Radic, with contributions from : Hana Abdo, Amélie Artis, Anne Bartel-Radic, Tres Conrique, Sébastien Gand, Thi My Hanh Huynh, Juliette Le Lay, Max Petit, Nicolas Radic, Luciana Ribeiro, Jessica Small, Danielle Taylor, Philippe Urvoa, Gabrielle Warsmann.

[Les impacts DURABLES de la crise sur le management](#), The SUSTAINABLE impacts of the crisis on management, edited by [Michel Kalika](#) and [Paul Beaulieu](#), 2021, 348 p.

This book carries on from 'L'impact de la crise sur le management' (The impact of the crisis on management), published in September 2020, and awarded the 'Académie des Sciences Commerciales prize'.

It aims to take the original question of the impact of the crisis on management a step further, as the crisis continues. It seeks to analyse what are and will be the SUSTAINABLE consequences of the health crisis on the management of companies and organisations.



Each author has agreed to conclude their analysis with recommendations for managers. This editorial choice is consistent with the positioning of Business Science Institute's DBA, in which conceptual and empirical analysis should lead to managerial recommendations that generate impact.

The book is divided into three parts, offering a wide range of results, contributions and approaches that reflect the extent of the predicted lasting impact of the crisis on management.

The first part brings together contributions presenting the impacts of the crisis on organisations and is based on the analysis of survey data collected in the COVID-DATA-LAB by researchers at Business Science Institute.

The second part focuses on the impacts of the crisis on different business sectors, each author being involved or working in these industries.

Finally, the third part aims to identify the impacts of the crisis on managerial tools and practices.

Edited by Michel Kalika and Paul Beaulieu, with contributions from Mahamat Issein Bardi, Paul Beaulieu, Abderrahmane Bellali, Pierre-Jean Benghozi, Sébastien Bourbon, Thierry Burger-Helmchen, Emmanuel Caillaud, Marie-Christine Chalus-Sauvannet, Françoise Chevalier, Cécile Clergeau, Fatou Diop-Sall, Nathalie Dubost, Aurélie Dudézert, Christophe Fournier, Chantal Fuhrer, Pascal Glémain, Hédi Guelmami, Michel Kalika, Emmanuel Kamdem, David Lariviere, Florence Laval, Olivier Lavastre, Jean-François Lemoine, Jean Moscarola, Didier Mwewa Wa Mawewa, Mikou Leopold N'guessan, Jessie Pallud, Yvon Pesqueux, Denise Potosky, and Aïssatou Sy.

- **DBA Research**

[Hedi Guelmami](#) (Tunis cohort n°1, 2013-2016), [La recherche en santé. Le pouvoir managérial du DBA](#), Healthcare Research: The Managerial Power of the DBA, 2021, 144 p.

The aim of this book is to trace the DBA journey experienced by a physician and manager working in the health sector.

This book is intended for all practising managers in general and for doctoral students enrolled in a DBA in particular.

It focuses on the academic path adopted by a healthcare professional, going back and forth between theory and practice, between conceptual aspects and the field.

It is a unique experience in the field of management sciences where the doctoral manager reviews the research methodology used, the healthcare sector as a research field and finally the post-DBA managerial impact.

The author describes the professional transformation he underwent during this doctoral experience and the hybridisation of his function as a doctor and manager during and after the DBA.



[Amara Kouyate](#) (Dakar cohort n° 3, 2016-2019), [Pratiques de GRH dans les organisations internationales. Les leçons tirées d'une étude de cas](#), HRM Practices in International Organisations. Lessons learned from a case study, 2021, 180 p.



The relationship between HRM Practices (HRMP) and social performance in International Organisations (IOs) is still not well known, despite the important role they play in international development. This lack of knowledge is at the root of the problem that this book attempts to solve, and which encapsulates the author's Doctorate in Business Administration (DBA) thesis on the topic.

To do this, the author describes HRMPs in IOs and highlights their main characteristics. He then carries out a case study by first conducting an organisational diagnosis under the prism of Mintzberg's model of organisational ideals-types as extended to HRM by Pichault and Nizet in order to describe the organisational and HRMP context. It then examines the impact of the particular HRM model of the case study on social performance in terms of job satisfaction and employee commitment.

The results show that HRMPs have a positive influence on social performance, including job satisfaction. This satisfaction is mainly dependent on career management, appraisal, followed by training and benefits. These results confirm the moderating effect of organisational factors such as procedural justice and the management style of the line manager, and invalidate that of diversity management.

Finally, the book concludes with recommendations for improving job satisfaction among international civil servants, whose work has a key impact on the development of countries.

[Fadoua Tahari](#) (Paris n°2, 2017-2020), [Les pratiques du leadership dans les entreprises privées marocaines : influence de la culture nationale](#), Leadership practices in Moroccan private companies: the influence of national culture, 2021, 132 p.

National companies need Moroccan leaders who can inspire their employees to achieve the performance and competitive goals that today's economy expects. Western theories do not fully address this issue. Moroccans have different expectations of their companies. Research has shown that national culture has an undeniable influence on leadership practices.



This book attempts to examine the particularities of Moroccan culture and its influence on Moroccan leadership. The analysis carried out on data collected through autoethnography and interviews with Moroccan leaders of different ages and experiences, allows conclusions to be drawn about how Moroccans perceive important values in society.

The study also explores how leaders use cultural and religious codes to create a climate of trust and respect in order to lead employees towards the organisation's goals.

MANAGERIAL IMPACT PRIZE

On the occasion of the 2021 International Week, the Managerial Impact Award was awarded by Professor [Jean-Pierre Helfer](#) to 3 new graduates.



- **Dr. Julia Plüntsich** (Luxembourg, German language n°2, 2018-2021)

Aspects of the choice of employer by executives in rural areas, supervised by Professor [Heiko Hansjosten](#).

The shortage of professional and managerial staff in Germany affects all sectors and leads managers to question the appeal of their company. Due to the urgent need for knowledge, research in this area has also increased significantly. Employer choice in rural areas, on the other hand, is an under-researched sub-field. This empirical study focuses on the socio-cultural footprint of job applicants and thus takes a perspective that allows for new approaches. Sixteen employees from eight companies in two regions of Germany are studied. Exploratory interviews provide information on the background of the individuals and shed light on the motivations for both private and professional decisions. An analysis of job preferences using talentview completes the personality profile. The transcription data is coded in an open, axial and selective way using the grounded theory according to Corbin and Strauss. After describing the results, they are compared with the literature and discussed. The managerial recommendations offer useful tips, which focus on the specific task of recruiting employees in rural areas. Finally, a practical checklist is provided for human resource managers to enable them to easily incorporate the results into their day-to-day work.

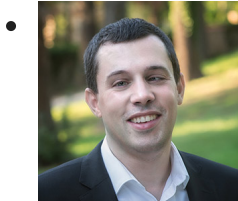
- **Dr. Oumar Soumare** (Bamako Cohort n°1, 2018-2021)



Regional internationalisation of Malian agro-industrial companies in Africa: the case of the Koba Group, supervised by Professor [Ulrike Mayrhofer](#).

Internationalisation in regional customs unions is a challenge for Malian agro-industrial companies as a means to compensate for the reduction of a large part of the local market affected by security crises and fraudulent imports. Mali is a landlocked country that has been facing a multidimensional security, social, political, institutional and economic crisis since 2012. This research therefore aims to identify mainly the internal and external success factors of this internationalisation in an environment facing several internal and external obstacles. This thesis mainly mobilises the literature related to the Uppsala model on processual approaches to internationalisation and international management in Africa. The empirical study was carried out by first carrying out exploratory qualitative research in twenty-five (25) semi-directive interviews, letting the respondents express themselves freely, and then extending these same interviews with a closed questionnaire; the data was processed and analysed using the Sphinx software platform. The study was carried out on a main case study supplemented by three other Malian companies from the agro-industrial sector.

The results reveal a striking similarity between the specific features of the companies' environment and the obstacles to their internationalisation, including the security crisis, lack of direct access to the sea, corruptible practices, non-tariff barriers from the most industrialised countries in the union, weak institutions, heavy operating costs and political and economic instability. In order to overcome these obstacles, our studies have shown that these companies need to use local raw materials, have a regional logistic network that ensures the transport of finished products inbound and raw materials outbound, have a strong involvement of the CEO with a network at the institutional level, and offer a competitive selling price on the regional market, which remains the main constraint to regional sales growth.



• **Dr. Cyril Vidal** (DBA à distance n° 3, 2019-2021)

L'incertitude managériale du notaire. Quel (re)positionnement stratégique adopter pour l'avenir ?, sous la direction du Professeur [Damien Mourey](#).

Notre recherche s'intéresse au chef d'entreprise mettant en œuvre la profession de notaire. Elle a comme objectif de l'aider, par des recommandations stratégiques, à faire face à l'incertitude managériale liée à l'avenir de sa fonction.

Nos travaux s'inscrivent dans un positionnement épistémologique constructiviste. Par une approche inductive, nous avons dégagé une problématique de recherche à partir d'entretiens semi-directifs menés lors d'une phase exploratoire auprès de notaires. L'analyse de ces entretiens a reposé sur un design mixte, associant une approche qualitative faisant apparaître les concepts et une analyse quantitative faisant ressortir les oppositions existant entre ces différents concepts. L'approche itérative entre la phase exploratoire et la revue de littérature a permis de faire apparaître une tension entre le notaire lui-même, sa fonction et son rôle vis-à-vis de l'État et du citoyen.

Afin de comprendre comment était apparue cette problématique, nous avons eu recours à une approche socio-historique couvrant une période allant de la construction du royaume de France jusqu'au confinement imposé par la COVID-19. L'analyse de cette période nous a permis d'observer une évolution de la fonction de notaire suite à la mise en place d'une justice normative sous l'impulsion de ce qui nous est apparu comme un droit dicté et imposé par l'État.

Le notaire a été présenté par l'État comme étant le passage obligé pour réaliser une vente immobilière. Par un cheminement logique, nous nous sommes interrogés sur cette nécessité, alors qu'existait une autre réalité avec la conception d'un instrumentum permettant le transfert de la propriété d'un bien immobilier par l'intervention conjointe d'un avocat et d'un huissier en lieu et place de celle d'un notaire. Un approfondissement critique a alors accrédité que la foi rattachée à l'acte en la forme authentique reposait en partie sur une confiance simulée découlant de la croyance apportée par l'intervention d'un notaire.

Les résultats de la recherche ont permis de répondre à la problématique de départ en mettant en évidence que l'incertitude que rencontre le notaire vis-à-vis de sa fonction est liée à l'acte en sa forme authentique élaborée pour le ministère de l'Économie et des Finances et à son utilité. Cette étude a ainsi identifié que l'utilisation des outils informatiques, présentés comme une évolution nécessaire pour l'avenir de la fonction, a facilité la mise en place d'une justice normative permettant la collecte de différents impôts et taxes. Ces outils ont fait du notaire l'instrument de son instrument ; il est passé du rôle de celui qui authentifie des accords entre les parties en se conformant à la loi au rôle de celui qui certifie un contrat en respectant des normes. Nos travaux de recherche ont abouti à l'élaboration de préconisations donnant au notaire la possibilité de mettre en place une nouvelle organisation collective de la profession afin qu'il retrouve sa fonction de tiers de confiance pour le citoyen et le ministère de la Justice en ne réalisant plus des actes de vente immobilière en la forme authentique, mais des actes de transfert de propriété en la forme notariée.

INTERVIEW OF THE MONTH



Interview with Stephen, the [Business Science Institute](#) Quality Assurance and Accreditations Manager.

Aline: Hello Stephen, how are you?

Stephen: I'm very well, thank you! Still just as delighted as ever to be involved in this exciting and unique educational project. There seems to be something new happening every week, and plenty to be keeping the team on their toes and continually learning about an area of higher education that is a real game changer for doctoral institutions. The Business Science Institute community is making great progress and there is lots for us to be pleased about. Only yesterday Michel Kalika told us about Bernard Goumou and his nomination as Minister for Trade, Industry, Small and Medium-sized Enterprises in Guinea.

Aline: Business Science Institute's Executive Doctorate in Business Administration achieved international accreditation from AMBA for 3 years in December 2020, what are the stages before the next audit in 2023?

Stephen: Your question raises an important point. Truly successful institutions see accreditation as an ongoing journey, with each assessment visit or audit seen as a new stop along the way to an even better destination. Business Science Institute managed to catch the train in December 2020 and we are still travelling, preparing for when the ticket officer checks our details again in December 2021 before being allowed back on the train. You'll probably remember that the assessment team left us with a list of commendations and also a slightly longer list of recommendations for improvement. We've been working on these for the last 12 months or so, and will have a report to produce shortly detailing how the initiatives we have taken have addressed the points raised. More importantly we'll be expected to provide evidence of how the improvement work we have carried out is having a positive impact on the programme and our students, of course.

Aline: What are the practical advantages of the AMBA accreditation for our students and also for our graduates?

Stephen: Almost too many too mention! Well, as long as a school takes the accreditation process as an institutional learning journey, which is 100% our case. The biggest advantage is obviously the focus on quality assurance and enhancement that goes hand in hand with a well-managed wider accreditation process. This means we are constantly questioning what we do and how we do it, which translates into an improved participant experience. A robust doctoral programme means a higher number of enrolments, a more vibrant alumni community and increased programme reputation. This naturally benefits our graduates, of which there are now 108 members following September's International Week. For example, our focus on enhanced service provision has led us to organise the first Impact Seminar scheduled for next Spring, at which graduates, students and professors will be able to meet up to discuss their research and its impact on organisational practice.

Aline: Business Science Institute is also a member of the EFMD and IRAFPA. Is the plan to apply for any more accreditations?

Stephen: Not just yet, although I'm sure that our President secretly wishes I would answer 'yes' to your question ... As I mentioned earlier, properly conducted accreditation work is a gradual

process. It's not just about chasing after trophies. And as you already hinted, it's above all about generating tangible benefits for the programme quality, and for our participants and graduates. Our focus at the moment is about developing a deeper accreditation experience that will have a lasting impact on the work accomplished by Business Science Institute. For example, following the AMBA accreditation we have been working with a consortium of 9 AMBA-qualified doctoral institutions from 6 countries on 3 continents to promote the DBA worldwide via some unusual collaborative projects (to be revealed perhaps in early 2022). We've learnt hugely from playing an active role in this work, as colleagues from partner institutions have so much to share with each other and sometimes quite unique perspectives on DBA studies. So, I think it's better to take things one step at a time and go the distance by developing deeper and more meaningful approaches to accreditations.

Aline: Can you tell the readers about what has been happening with EDBAC?

Stephen: Yes, if you remember from previous newsletters Business Science Institute successfully applied to EDBAC in the early summer. One of the objectives of EDBAC is to foster collaboration between students, alumni, faculty and administration of the 60+ executive doctoral programmes that are members. We took part in the September Annual Conference, presenting 1 doctoral paper thanks to Barbara Ofstad (Frankfurt n°2) and 2 panel discussions on alumni relations led by Professor Kalika and the research opportunities offered by the COVID-19 crisis led by Professor Moscorola. Apart from the obvious networking opportunities this affords, it also raises the profile of Business Science Institute among a truly international audience. As a relatively young institution founded in 2012-13, we are very aware of the importance of developing our legitimacy. And so far, so good! Business Science Institute is already starting to make a name for itself thanks to our active participation in these wider communities of academic practice.

* Voir dans la rubrique "Alumni" ci-dessous.

** Voir dans la rubrique "Retours sur l'agenda d'octobre" ci-dessous.

TRAINING

La recherche qualitative à l'heure du Big Data **Séminaires-ateliers d'accompagnement de projet.**

Texte-mining, analyse de données textuelles et fouille de texte
5 ateliers (18 heures) pour accompagner votre projet, le faire déboucher
et le valoriser.

Avec les chercheurs du Business Science Institute
Jean Moscarola, Aurélie Dudézert, Stéphane Ganassali, Florence Laval, Caroline Mothe et les
logiciels Sphinx.

Inscription*: 1.500 euros

Lancement : janvier 2022 - Aboutissement juin 2022

Qualitative research in the era of Big Data
Project support seminar-workshops.

Text-mining and textual data analysis
5 workshops (18 hours) to support your project, bringing it to fruition and
promoting it.

In the company of Business Science Institute researchers
Jean Moscarola, Aurélie Dudézert, Stéphane Ganassali, Florence Laval, Caroline
Mothe and Sphinx Software solutions.

Training fees*: €1,500

Launch: January 2022 – Programme ends June 2022

[Learn more.](#)

Contact & registration : caroline@business-science-institute.com

* 500€ for Business Science Institute professors and students.

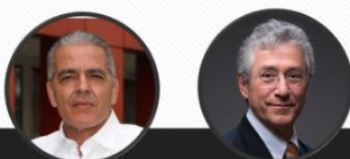
BUSINESS SCIENCE INSTITUTE AGENDA

Webinar | DBA for Managers | Morocco | 12 November - 6.30 pm (Paris time)

Webinaire Spécial lancement Maroc

Le DBA pour Managers

BUSINESS SCIENCE INSTITUTE
ISGA



Pr. Mehdi Nekhili
Professeur à Le Mans Université
Coordinateur du partenariat
Business Science Institute - ISGA

Pr. Michel Kalika
Professeur émérite à l'Isaeyon
Président du Business Science Institute



Vendredi 12 novembre
17h30 (heure de Casa)
18h30 (heure de Paris)
45 minutes

[Registration](#)

Webinar | DBA for Managers | Switzerland | 12 November - 6.30 pm (Paris time)

EXPERIENCE
CONNAISSANCE
IMPACT
ALUMNI

BUSINESS SCIENCE INSTITUTE

ASSOCIATION AMBA ACCREDITED

Webinar

Le DBA pour Managers

Executive Doctorate in Business Administration en SUISSE 




- + de 100 thèses soutenues
- + de 35 livres publiés
- + de 100 professeurs

Prof. Michel Kalika
Professeur émérite | Isaelyon
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](#)

ALUMNI PORTRAIT OF THE MONTH

Doctor [Raguiata Bah](#), a graduate of [Business Science Institute](#) ([Dakar Cohort n°4, 2017-2020](#)) * talks to us about the different impacts of her Executive DBA.



Caroline: Hello Doctor Bah, you are a graduate of Business Science Institute's Dakar group n°4, what were your motivations for enrolling on the programme?

Raguiata: I must say that I have always wanted to go as far as possible in my studies and I have always been a great lover of reading and writing. I also have a rather atypical background. After a year in Hypokhâgne in France, I did a Master's degree in literature before becoming interested in economics and management. With two masters in my pocket, I returned to Guinea where I immediately started working at the central bank. I quickly realised that, in order to be a successful central banker, I needed to further develop my skills. So, I went to the United States for two years to study for a Master of Arts in International Economics and Finance. There I met professors and assistant professors who showed a truly infectious passion for research. I participated in a few research projects with the idea of enrolling on a PhD, which I had to postpone for family reasons. I had to return to Guinea and took up my job at the central bank, where I was put in charge of the

training and capacity building department. As head of the central bank's training centre, I had the opportunity to meet eminent teachers, including one from CESAG in Dakar, who awakened in me the old desire to write a doctoral thesis and encouraged me to find out about the Executive DBA programme run by Business Science Institute. I was immediately drawn to the programme by its flexibility and adaptability to my situation as a manager and mother. By organising myself efficiently, it allowed me not only to reflect on an issue that challenged me in my profession, but also to continue to work and take care of my family at the same time, even though I realised much later the many sacrifices and constraints that this commitment involved. I enrolled for the DBA in 2017 and defended my thesis in 2020 on a topic that was close to the heart of the Capacity Building Officer that I was, namely, the determinants of job retention for senior citizens in Guinean banks. I was lucky enough to be supervised by a leading expert on the subject, Prof. Gwenaëlle Poilpot-Rocaboy. During this thesis, the rather quantitative economist that I was discovered the power of the rich data offered by qualitative research to make talk (to paraphrase Prof. Moscarola) a large corpus of words collected from colleagues for the most part, totally immersed in the phenomena being investigated, and without disregarding my experience and knowledge of the Guinean banking and socio-economic environments.

Caroline: Since you defended your thesis and obtained your Executive Doctorate in Business Administration in 2020, what have your observations been? Has this doctoral programme enabled you to develop professionally?

Raguiata: Completing the Executive DBA has given my career a real boost. First of all, the three years of doctoral training have greatly improved my communication skills and the quality of my contributions to the activities and projects of my institution. I became more and more assertive in this ultra-masculine managerial environment. The vast amount of literature I read, as well as the seminars and sometimes personal exchanges with the eminent professors of Business Science Institute have inevitably contributed to strengthening my skills in research methodology as well as my knowledge of the different themes of business management. This new visibility obtained among my senior management colleagues led me to take on more and more responsibilities already during the course. Obtaining the doctorate has further energised me. This qualification has opened up amazing opportunities for me in Guinea, and also internationally, which I was able to seize thanks to my dual profile as an economist and a doctor of business administration.

Caroline: In what way do you think Business Science Institute meets the expectations of working managers?

Raguiata: Business Science Institute is a very active doctoral institution, and has an impressive network of resource people who provide quick and easy access to the best of business research, which is a boon to the manager-researcher. For example, one of the objectives I had set myself during my doctoral journey was to use in my literature review as many African authors and research carried out in the socio-cultural context of African companies as possible. This would not have been easy without the dense and diverse network of the Business Science Institute. Research on the African business context is not sufficiently available or accessible online, but with the help of my professors, and notably Prof. Emmanuel Kamdem, I believe I was able to succeed. I would like to take this opportunity to thank him again for helping me to expand my literature review. Moreover, networking and the use of new information technologies bring a real energy to the learning process for a manager-researcher who must seriously optimise the use of their time. Another advantage for the research manager is the opportunity to improve the productivity and

impact of the research by using data collected or accessible in the company.

Caroline: *The subject of your thesis was the determinants of keeping older workers in employment. What were the reasons that led you to this choice?*

Raguiata: *The ageing of the population and the recurrent deficits of pension funds have led decision-makers around the world to take an interest in the issue of extending employees' careers over the last few decades. In Guinea too, reforms have been undertaken in this area. However, the context is different. Life expectancy is still low, the population is young and public policies are not very oriented towards the elderly. The Guinean social security system has only ever managed to provide very marginal and very modest national coverage, exclusively for the few workers in the formal sector. My research found, therefore, that employees showed an ongoing desire to stay in employment as long as possible, even when they became too tired and contributed little. In 2009, the Guinean trade unions obtained from the public authorities an increase in the retirement age of 5 years for all employees, with immediate effect. Thus, since 2009, professional and managerial staff have been retiring at 65 (instead of 60), while life expectancy is 60 (according to World Bank figures). This measure has therefore made it possible to keep several more senior employees in our company 'overnight'. As the person responsible for capacity building, I asked myself how to help the banking system in general, and our bank in particular, to make the most of the sudden continued employment of these older workers, while taking into account their expectations, the socio-cultural context and the many constraints of the company. The increase in the number and age of senior employees was creating new HR problems, which implied an adaptation of HRM practices in the banks in order to maintain their employability and motivation. It was a question of finding ways to ensure a contributory and satisfactory continuation of employment for senior staff and for the banks, knowing that employees, even older ones, are exposed to enormous socio-economic pressures from their families and society. Companies, in turn, are subject to strong social demands from their employees who receive very little social protection from the state and rely on their employers for all their needs.*

Caroline: *If you were to embark on this journey today, would you choose the same topic?*

Raguiata: *I would choose the same topic. However, with the benefit of hindsight, I would have fine-tuned some of the questions in order to collect more detailed data for an even more in-depth analysis. But this is something I'll certainly do in the future.*

Caroline: *And to conclude this interview, could you tell us more about your projects?*

Raguiata: *In the last few months, I have started an international career in Washington, D.C., which allows me to address issues that are close to my heart, not only in the field of capacity building, but also in economic matters at a more macro level, affecting many countries, including fragile ones like mine. In the short term, I hope to continue to make my best contribution to the development and implementation of concerted socio-economic policies to strengthen the institutional capacities of these countries. Of course, there is no shortage of relevant issues in this field for future research.*

* Dr. Raguiata Bah defended her thesis: *Les déterminants du maintien en emploi des seniors: entre employabilité et gestion de la précarité*, supervised by Prof. Gwenaëlle Poilpot-Rocaboy, in September 2020.



[Guinée : Qui est Dr Bernard Goumou, nouveau ministre du Commerce, de l'Industrie, des Petites et Moyennes Entreprises ?](#), Guinea: Who is Dr. Bernard Goumou, new Minister of Commerce, Industry, Small and Medium Enterprises? *Opera News Official*, 29 October 2021.

Discover the portrait of Dr. [Bernard Goumou](#), Business Science Institute Alumni (Dakar Cohort No. 5, 2018-2021), new Minister of Commerce, Industry and Small and Medium Enterprises in Guinea.

Dr. Bernard Goumou defended his thesis: *Le comportement des exploitations agricoles face aux risques et perspectives de couverture d'assurance: le cas des exploitations familiales en Guinée* (The behaviour of farms in the face of risk, and prospects for insurance cover: the case of family farms in Guinea), under the supervision of Prof. Jean-Pierre Helfer, in September 2020.

[Baromètre de la relation manager - fonds d'investissement](#), Barometer of the relationship between managers and investment funds, *Le Monde du Chiffre*, 5 October 2021.

As part of her doctoral research into the relationship between investors and investment funds, Martine Story, Managing Director of Altheo and Business Science Institute graduate (Paris No. 4, 2019-2021), has created a barometer of the manager-investment fund relationship designed to measure the level of potential tension and trust between the manager and the managers of investments during the investment period.

Award



The research team led by Dr. [Cédric Baudet](#) (Geneva Cohort No. 1, 2013-2016), Associate Researcher at Business Science Institute, has been awarded the prize for innovation in employment placement by the *Fondation Asiles des Aveugles* (Foundation for the Blind). Find out more.

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!

OCTOBER HIGHLIGHTS

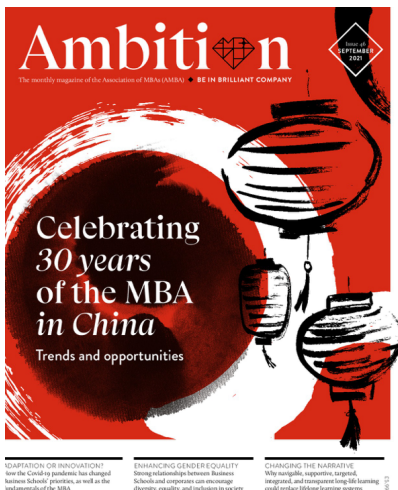
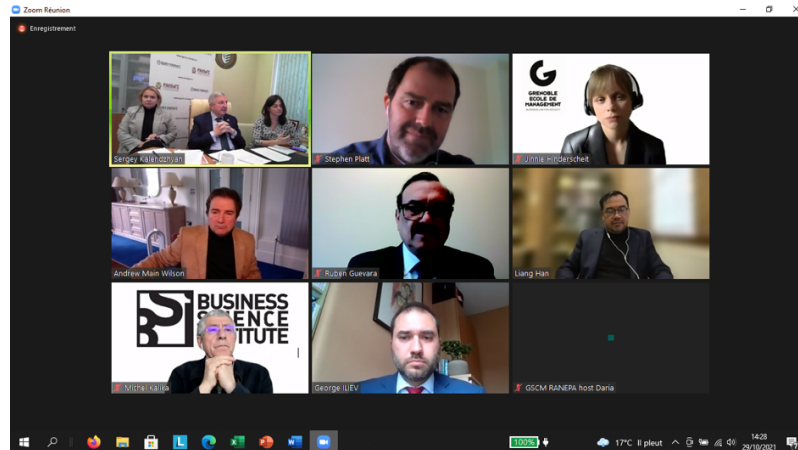


"20 Years of DBA: from Vision to Success. Approaches to Social Responsibility in Business"

AMBA-DBA ROUND TABLE SESSION

Prof. [Michel Kalika](#), President of [Business Science Institute](#), and Stephen Platt, Quality Assurance and Accreditation Manager, participated in the AMBA G9 meeting of accredited DBAs in Moscow on October 29.

Discussions included the challenges of the next few years for the development of DBA programmes, the motivations of professors who supervise DBA students, the organisation of the annual Alumni Forum of AMBA-accredited DBA programmes, training seminars to be organised for faculty members, as well as a book project on the DBA.



Business Science Institute was also featured in the latest issue of Ambition magazine, the monthly magazine of the AMBA association with two articles published:

Pr. [Michel Kalika](#) "[The Doctorate in Business Administration: an emerging market opportunity for Business Schools](#)" and Stephen Platt, "[From MBA to DBA: Taking your \(lifelong\) learning to a new dimension](#)".

Supervisory Seminar, 28-30 October.

- Panel: Pr. [Caroline Mothe](#) and [Jean-François Lemoine](#), 30 October.

9.00 - 9.40 (CEST - Paris)

Presentation - Céline CHEVAL (Geneva Cohort n° 6 - 2019) - FR, *Enjeux et pratiques des démarches d'achats responsables dans une supply chain amont - Cas des Maisons horlogères & joaillières suisses et de leurs relations fournisseurs* (Challenges and practices of responsible purchasing approaches in an upstream supply chain - Case of Swiss watch and jewellery companies and their supplier relations).

9.50 - 10.30 (CEST - Paris)

Presentation – Michel GENERELLI (Geneva Cohort n° 6 - 2019) - FR, *Quelle réponse au défi démographique des entreprises industrielles suisses? Cas d'une action de développement organisationnel centrée sur la préservation et la transmission de savoir-faire dans une entreprise industrielle de Suisse Romande* (What response to the demographic challenge of Swiss industrial companies? The case of an organisational development action focused on the preservation and transmission of know-how in an industrial company in French-speaking Switzerland).

10.40 - 11.20 (CEST – Paris)

Presentation - Robert STOLL (Paris Cohort n°5 - 2020) - FR - CRBA November 2021, *Mécanismes de transmissions de PME réconciliant valeurs éthiques {soft} et maximisation financière {hard}*, (*Mechanisms for SME transfers reconciling ethical values {soft} and financial profitability {hard}*).

11.30 - 12.10 (CEST – Paris)

Presentation - Direk TAYAKEE (Bangkok Cohort n°1 - 2019) - ENG, *Towards a theory of acceptance of smart homes*.

- Panel: Pr. [Nathalie Mitev](#) and [Cécile Godé](#), 29 October.

9.00 - 9.40 (CEST - Paris)

Gérald BRANDT (Geneva Cohort n° 6 - 2019) - FR, *“Governing in the storm”: Structures, rôles et interactions de la gouvernance hospitalière en situation de crise sanitaire extraordinaire* (“Governing in the storm”: Structures, roles and interactions of hospital governance during extraordinary health crises).

9.50 - 10.30 (CEST - Paris)

Karine DEMAURAS (Paris Cohort n°3 - 2018) - FR – Thesis Defence, March 2022, *Quelles trajectoires d'apprentissages réciproques dans les relations entrepreneur vs Business Angels? Cas des Start-ups Technologiques* (What are the reciprocal learning trajectories in the entrepreneur vs Business Angels relationship ? The case of technology start-ups.)

10.40 - 11.20 (CEST - Paris)

Laurence LEUNG TACK (Geneva Cohort n°5 - 2018) - FR, *L'après burnout en entreprise: se reconstruire en tant que manager* (The aftermath of burnout in business: rebuilding oneself as a manager).

11.30 - 12.10 (CEST - Paris)

Thierry MINDJOS (Douala Cohort n°2 - 2019) - FR – Thesis defence March 2022, *Facteurs d'adoption du mobile money par les Petites et Moyennes Entreprises au Cameroun*, (Factors of mobile money adoption by Small and Medium Enterprises in Cameroon).

- Panel: Pr. [Pierre-Jean Benghozi](#) and [Pierre-Jean Biwolé-Founda](#), 28 October.

9.00 - 9.40 (CEST - Paris)

Somchat KALASUK (Bangkok Cohort n°2 - 2019) - ENG *Criteria of selection internal audit outsource in Thailand*.

9.50 - 10.30 (CEST - Paris)

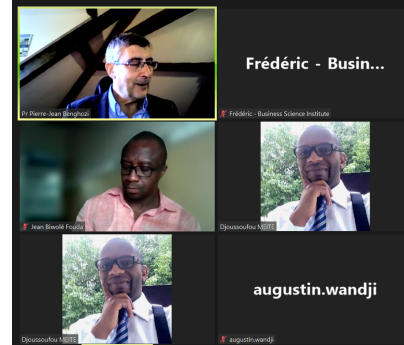
Rick ZHAO (Bangkok Cohort n°2 - 2019) - ENG *The impact of culture on organizational commitment as well as job and organizational performance – An empirical investigation in Thai and Chinese automotive manufacturing firms*.

10.40 - 11.20 (CEST - Paris)

Djoussofou MEITE (Paris Cohort n°2 - 2017) - FR, *Le rôle de la co-production du patient sur son sentiment de bien-être et sa guérison: cas d'un hôpital en Côte d'Ivoire* (The role of patient co-production on their sense of well-being and recovery: the case of a hospital in the Ivory Coast).

11.30 - 12.10 (CEST - Paris)

Augustin WANDJI (Douala Cohort n°2 - 2019) - FR – Thesis defence March 2022, *Management en contexte africain et hypercroissance de l'entreprise au Cameroun* (Management in an African context and hypergrowth of companies in Cameroon).



- Panel: Pr. [Christophe Torset](#) and [Jean-François Lemoine](#), 28 October.

9.00 - 9.40 (CEST - Paris)

Stella AGUIGAH-PROVOST (Paris Cohort n°5 - 2020) - FR - CRBA November 2021, *L'incidence des risques mondiaux (global risks) sur les contrats de garanties internationales bancaires dans les échanges avec l'espace OHADA: questions de rédaction* (The impact of global risks on international bank guarantee contracts in trade with the OHADA (Organisation for the Harmonisation of Business Law) area: drafting issues).

9.50 - 10.30 (CEST - Paris)

Thomas BITOMO BEKOLO (Douala Cohort n°1 - 2018) - FR, *La décentralisation au Cameroun: contribution à l'étude des défis et enjeux fiscaux des communes* (Decentralisation in Cameroon: a contribution to the study of the fiscal challenges and issues facing communes).

10.40 - 11.20 (CEST - Paris)

Mohamed COMPAORE (Dakar Cohort n°4 - 2017) - FR – Thesis defence March 2022, *Démarche qualité et bonne gouvernance des entreprises d'assurance: Cas de la Zone CIMA* (Quality approach and good governance of insurance companies: The case of the CIMA zone).

11.30 - 12.10 (CEST - Paris)

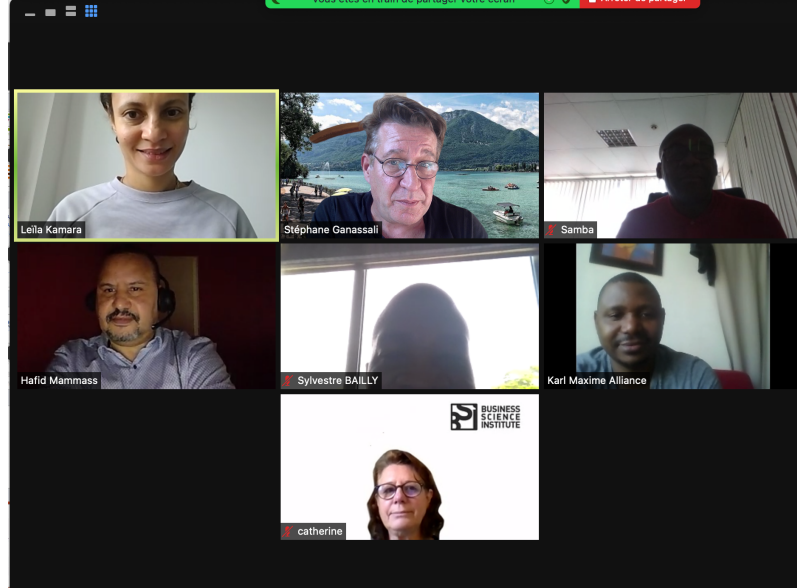
Colette WALENDOM (Paris Cohort n°5 - 2020) - FR *Déterminants et contraintes au développement de l'entrepreneuriat féminin en Afrique: cas de la Côte d'Ivoire* (Determinants of and constraints to female entrepreneurship development in Africa: the case of The Ivory Coast).

12.30 - 13.10 (CEST - Paris)

Barnabé LEKAMA (Paris Cohort n°5 - 2020) - FR, *L'impact du management européen sur la performance d'une PME luxembourgeoise délocalisée en Afrique: cas de LGL Transport au Cameroun* (The impact of European management on the performance of a Luxembourg SME relocated in Africa: the case of LGL Transport in Cameroon).

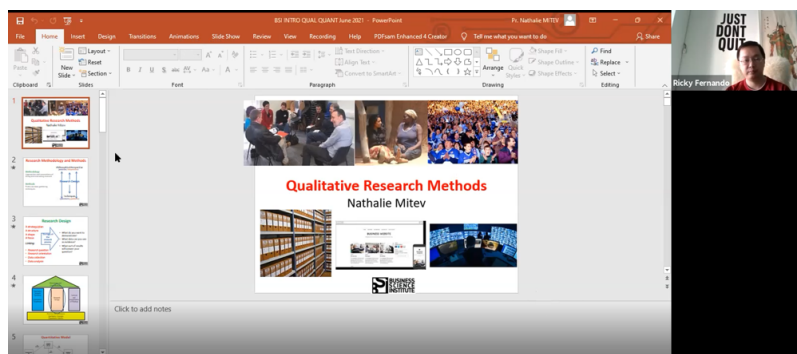
Seminar n° 5 [Paris cohort n°6 \(2021-2024\)](#) 14-16 October.

- Pr. [Stéphane Ganassali](#), [Christophe Torset](#), [Jean-François Lemoine](#).



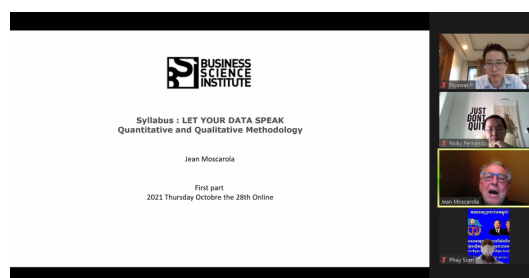
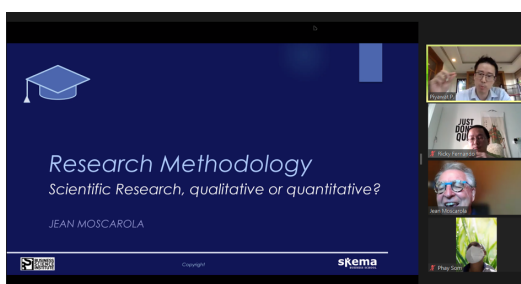
Seminar "Qualitative Research" [Bangkok cohort n°2](#) (2020-2023)

- Pr. [Nathalie Mitev](#) , 14 October.



Seminar "Quantitative Research" [Bangkok cohort n°2](#) (2020-2023)

- Pr. [Jean Moscarola](#) 28-29 October.



Webinar | DBA for Managers | Niger | 12 October



[Watch the video.](#)

PUBLICATIONS

• Articles

Verne, C. D., & [Bourliataux-Lajoinie, S.](#) (2021). [La perception des internautes vis-à-vis de l'éthique des entreprises dans leur gestion des données personnelles. Une analyse comparative entre trois pays.](#) *Revue des Sciences de Gestion* n°209-210.

Internet users' perception of the ethics of companies in their management of personal data. A comparative analysis between three countries.

Bollinger, S., & [Burger-Helmchen, T.](#) (2021). [Du contrôle de l'innovation à la créativité: vers un cadre intégrateur.](#) *Revue d'économie industrielle*, (174).

From innovation control to creativity: towards an inclusive framework.

[Burger-Helmchen, T.](#), & Corre, J. Y. L. (2021). [Rethinking Managerial Control in the Contemporary Context: What Can We Learn from Recent Chinese Indigenous Management Research?.](#) In *Engines of Economic Prosperity* (pp. 303-321). Palgrave Macmillan, Cham.

[Fuhrer, C.](#) (2021). [Diminuer le technostress pour que s'exprime la capacité d'absorption de l'utilisateur ?.](#) *Revue des Sciences de Gestion* n°209-210.

Reducing technostress to enable the expression of users' absorption capacity.

• Books

[Barmeyer, C.](#), Bausch, M., & [Mayrhofer, U.](#) (2021). [Constructive Intercultural Management: Integrating Cultural Differences Successfully.](#) Edward Elgar Publishing.

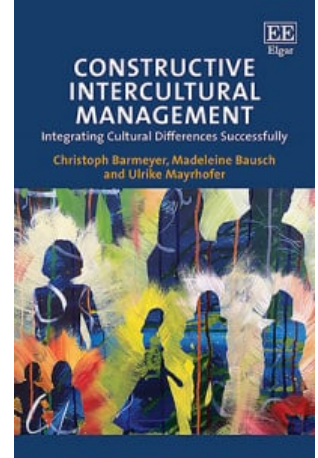
This textbook comprises an innovative companion for cross-cultural management classes, demonstrating how organizations can deal with cultural differences successfully. Providing a constructive and positive lens into the multifaceted world of interculturality, the authors illustrate the multiple benefits associated with cultural diversity in the fast-changing global and digital environment.

[Ageron B.](#), [Lavastre O.](#) (2021). "La démarche d'achats responsable d'une TPE", "Quand la volonté

d'acheter français renforce un écosystème d'affaires local" *"The responsible purchasing approach of a very small enterprise", "When the desire to buy French reinforces a local business ecosystem". n : G. Oruezabala, H. Poissonnier, [Cas en management des achats](#), EMS collection Etudes de cas, 2021, 276 p.*

This joint publication offers for the first-time cases in Purchasing Management which reflect not only the importance of the Purchasing function in organisations

but also the growing interest of many researchers in management sciences, with complementary visions and approaches...



MEDIAS



[Aurélié Dudézert](#), [Florence Laval](#), « Monde d'après », « new normal »... La grande désillusion des salariés, *The Conversation*, 19 octobre 2021.

"The world after", "the new normal"... The great deception of employees.

The Covid-19 crisis in the world of work paved the way for a discourse on the theme of 'nothing will be the same as before' in the 'world after'. The confrontation with health risks, the need for social distancing and the use of information technologies to continue a part of activities suggested a renewed enthusiasm for work based on a new normality of post-Covid management, described by consultancy firms as the "new normal"...

In this article, the two authors mention the results of the study* carried out among 500 respondents from March 2020 to April 2021 in the framework of the COVID-DATA-LAB.

[read more.](#)

*The results of this study were published in the book co-edited by Prof. Michel Kalika and Prof. Paul Beaulieu, [Michel Kalika](#) et [Paul Beaulieu](#), [Les impacts DURABLES de la crise sur le management](#), SUSTAINABLE impacts of the crisis on management, EMS, [collection Business Science Institute](#), 2021, 348 p.

VIDEOS

[Qu'est ce que l'innovation publique ?](#)

What is public innovation?

Prof. [Madina Rival](#), faculty member at [Business Science Institute](#) and professor at the CNAM, talks about new forms of public management.

A video by [FNEGE-Médias](#).



Accompagner les étudiants pour créer du sens : le cas de l'IAE de Lyon

Accompanying students to create meaning: the case of IAE Lyon University Business School.

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

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



ADMISSIONS

- **Executive DBA (French language)**



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 (English language)**

BANGKOK



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

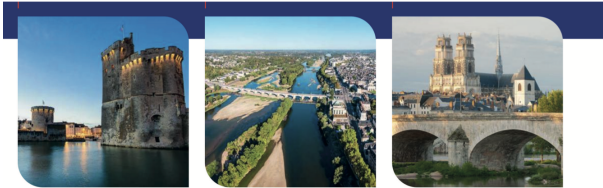
ILE MAURICE



[Executive DBA Mauritius \(2021-2025\)](#)

SHANGHAI

[Executive DBA Shanghai – Cohort 3 \(2021-2025\)](#)



[Tourism & Hospitality - Cohort°1 \(2021-2025\)](#)

- **Executive DBA (German language)**



FRANCFORT

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

For all enquiries, please contact us:

Monday to Friday from 9h to 18h

By e-mail: contact@business-science-institute.com

By telephone: +352 621 376 588 (Luxembourg)

+33 7 60 73 42 15 (France)

contact@business-science-institute.com

ONLINE DBA (French, English and German language)



For all enquiries concerning the online DBA:

+33 6 07 34 76 33 (French & English): Catherine

+49 172 2066769 (German): Yasemin

contact@business-science-institute.com

MANAGEMENT RESEARCH NEWS



[Edition of 2 October 2021.](#)

With a contribution from Pr. [Marie-Christine Chalus-Sauvannet.](#)

La Revue des Sciences de Gestion



direction et gestion
des entreprises



[La Revue des Sciences de Gestion n° 309-310](#)

With contributions from Pr. [Chantal Fuhrer](#) and [Stéphane Bourliataux-Lajoinie.](#)



Facebook



YouTube



Website



www.business-science-institute.com - info@business-science-institute.com

transmettez vos informations pour la newsletter à

Share your information for the newsletter with

aline@business-science-institute.com

[Se désinscrire / Unsubscribe](#)

[Mettre à jour ses préférences / Update your preferences](#)

Copyright © 2021 BSI Luxembourg ASBL, All rights reserved.

You are receiving this email because you opted in at our monthly newsletter.