



N° 100



JANUARY
2022

NEWSLETTER

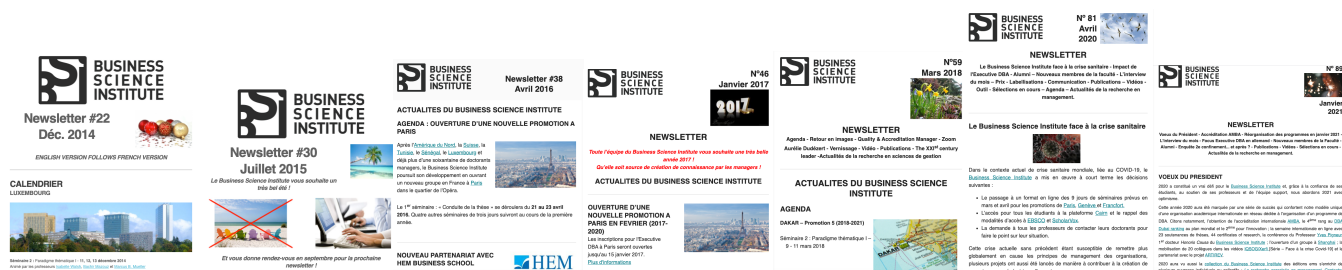
Happy Birthday - Interview of the Month - Professional Development Course - Alumni - Agenda - December Highlights - Publications - Media - Videos - Admissions - Management Research News.

HAPPY BIRTHDAY !



[Business Science Institute](#)'s monthly newsletter reflects the initial determination of its President, Professor [Michel Kalika](#), to produce an information channel that would allow members of the community (doctoral students, alumni and faculty members) as well as potential future students to be informed of the institution's news and the diverse academic life of its staff.

Over the years, the newsletter has been improved in terms of content, with new sections such as the 'Interviews of the Month' or the section devoted to Alumni, as well as in terms of design, with more interactive links to videos, web content, etc.



A look back at the 7 Business Science Institute graduation ceremonies that have marked the evolution of the Newsletter

2015



Newsletter #33 November 2015
Special Edition: first graduating class



From left to right: Frédéric Favre, Gabriel Tremblay, Cédric Baudet, Vincent Mottet, Mohamed El Hédi Guelmami and Karim Alibhay.



2016



NEWSLETTER

Special Edition: Second Graduation Ceremony



The graduation ceremony took place on the 28th, 29th, and 30th of September at the Château de Wiltz (Luxemburg), attended by professor [Michel Kalika](#) president of the Business Science Institute, as well as by over 20 professors from the Scientific Council: [Boubacar Baidari](#), CESAG, Dakar; [Paul Beaulieu](#) UQAM, Montreal; [Michelle Bergadaà](#), University of Geneva; [Jean Pierre Boissin](#), IAE Grenoble; [Françoise Chevalier](#), HEC Paris; [Martin Cloutier](#), Montreal; [Christian Defélix](#), IAE Grenoble; [Jean Desmazes](#), IAE La Rochelle; [Pierre-Louis Dubois](#), University of Montpellier; [Ewald Eisenberg](#), University of Kehl ; [Marc Favier](#), University of

2017



*"The third graduation ceremony of the Business Science Institute brings the number of Doctors in Business Administration to 26.
Regarding this International Week and the 17 DBA dissertations, I would like to point out two important facts:*

- The managers' DBA theses do generate managerial innovation and impact. These are not only academic works;*
- The Business Science Institute is unique in that DBA theses are defended, which is exceptional and needs to be underlined!"*

Michel Kalika, President of the Business Science Institute



2018



NEWSLETTER

A Look Back at the 2018 International Week in Wiltz - Launch Ceremony of the New Executive DBA Programme in Bamako, Mali - Agenda - Online! - Nominations - Awards - Publications - Management Research News

BUSINESS SCIENCE INSTITUTE NEWS

A LOOK BACK AT THE 2018 INTERNATIONAL WEEK IN WILTZ

80 doctoral candidates and doctors, plus 40 professors present et the event;
9 DBA *viva voce* examinations;
3 new books added to the [Business Science Institute](#) collection, published by éditions EMS.



2019

FOCUS ON THE 5th BUSINESS SCIENCE INSTITUTE INTERNATIONAL WEEK

The 5th edition of the [Business Science Institute](#) International Week took place at the Château de Wiltz in Luxemburg, from 23 to 26 September 2019. Over the four days, more than 50 professors along with 90 doctoral candidates and graduates participated in the event.



Photo highlights



2020



6th Annual International Week 2020

Due to the health restrictions associated with COVID-19, [Business Science Institute](#)'s 6th Annual International Week was held entirely online from 28 September to 1 October 2020. See below the photo highlights of these four days:

Monday 28 September

8h30-8h45 : opening ceremony led by Professor [Michel Kalika](#), President of [Business Science Institute](#).

[Watch the video](#)



9h-12h : conference by Professor [Jean Moscarola](#) on "Methodological advice and support for the collection and analysis of your data".

[Watch the video](#)



Conference by Professor [Isabelle Walsh](#) on "Bibliometrics to help with conducting a literature review".

[Watch the video](#)

2021

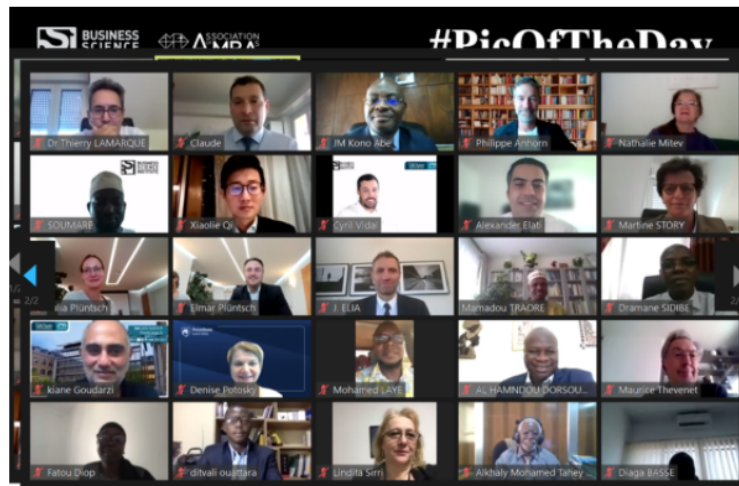
Congratulations!

& thank you!

for this amazing

#DBAiW2021

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INTERVIEW OF THE MONTH



Interview with [Michel Kalika](#), President of [Business Science Institute](#).

Aline: Hello Professor and President Kalika, thank you for agreeing to take part in this interview, but before we get to the heart of things, how are you?

Michel Kalika: I am doing very well in all respects and I am still thoroughly enjoying my work. [Business Science Institute](#) is growing, progressing and the community of professors and doctors is getting stronger. These are all things that give me great satisfaction.

Aline: This interview has a special meaning because it coincides with the 100th issue of the Newsletter. This anniversary is an opportunity for us to go back in time and learn a bit more about the history of Business Science Institute. Can you tell us a little more about its genesis?

Michel Kalika: The story is actually quite straightforward for a professor of strategy. There was an unmet demand from managers who wanted to take a step back from their managerial experience and prepare a thesis based on their practice, guided of course by professors. Since nature abhors a vacuum, a small group of professors and I decided to create Business Science Institute. The idea is probably quite long-standing. I created the first DBA in a French university at the University

of Dauphine in 2008. The idea started to be realized in 2012, after I left EM Strasbourg, with the launch of the website created by my son Samuel and the first cohorts opened in 2013. My daughter Yorelle backed the idea and when you start a business, the support of relatives is important.

Aline: How did you manage to recruit staff and rally your colleagues to this venture?

Michel Kalika: It happened gradually, of course, through acquaintance, on the strength of trust based on past experience of working together. This is how Caroline, ...you, Aline, became involved in the project. For those who didn't know me, the remote mode of operation and the concern for efficiency got them on board. Then, those who were not comfortable with the style of my emails (A-B-C-) and my simple and very direct way of dealing with people, went their own way. In a network organisation, this is easy. It was the same with my fellow professors. The first ones were (and mostly remained) friends and colleagues who believed in the project.

Aline: How did you target the countries for the opening of the various groups?

Michel Kalika: My response as a professor of strategy ought to be "we targeted this or that market", but the reality was very different. Our geographical strategy was emergent. We opened groups where we had contacts, where demand emerged: Tunis, Dakar, Montreal, Geneva... The opportunities provided by colleagues who thought there was a market played and continue to play an important role.

Aline: Isn't it complicated to manage the support team and faculty members remotely?

Michel Kalika: On the contrary, it is very easy and very effective! I have been advocating e-management for several decades ('Management is dead, long live e-management' RFG, n° 2000). I have always been convinced that efficiency was not linked to the coffee machine and long face-to-face meetings! Secondly, I am aware that this way of working is more suitable for some people who appreciate autonomy.

Aline: Has life at the [Business Science Institute](#) been a smooth ride?

Michel Kalika: Probably not, but I created [Business Science Institute](#) to bring me a sense of satisfaction and I have not been disappointed. The business model is sound, the network organisation is flexible, the positioning of a true DBA for managers is clear. The work with the professors on whom the whole organisation is based is a source of immense vitality and creativity. Of course, like any entrepreneur, I have encountered difficulties. Very few with doctoral students, some of whom thought that because they were enrolled, they could be awarded their degree without working! Even less so with unscrupulous colleagues.

Aline: 108 managers have now graduated from [Business Science Institute](#), what does that mean to you?

Michel Kalika: It is a great source of satisfaction to have created an international academic network organisation that efficiently addresses a specific market need. The personal accounts of our graduates illustrate the impact that the DBA has had on their lives, their companies and sometimes on society as a whole. Many thank me very sincerely for having created this programme.

Aline: Since its origins, [Business Science Institute](#) has never stopped evolving and improving: opening of new groups taught in different languages, new partnerships, the Digital DBA, creation of a specific Tourism & Hospitality track, a post-DBA track, a collection of books, achieving AMBA accreditation and so on.... What are the next steps?

Michel Kalika: New accreditations to strengthen international recognition, development of North

American and Spanish-speaking markets, development of intra-company groups. We will see... the strategy remains flexible and we know how to seize opportunities!

Aline: *Faced with the COVID-19 health crisis, [Business Science Institute](#) was able to bounce back, what is the strength of the model in the face of current challenges?*

Michel Kalika: *The crisis showed the strength of a model built on flexibility, networking, multilingualism, distance and face to face formats.*

Aline: *If you had to pick out three key events in the history of [Business Science Institute](#), what would they be?*

Michel Kalika: *Do you mind if I answer you in the style of my emails?*

A - The launch of the [Business Science Institute](#) website on 2 September 2012, ...a day late.

B- One of the first thesis defences in 2015, in Geneva, where the doctoral student and the thesis supervisor met physically for the first time, on the day of the defence.

C- Achieving AMBA accreditation in December 2020.

Aline: *Do you have a particular memory to share with our readers that has made a lasting impression on you?*

Michel Kalika: *Yes, one day in Montreal when a doctoral student said to me during a presentation meeting: "but in fact, you are a marriage agency, you bring together professors and doctoral students". He was absolutely right. We are an international academic dating site! :-)*

Aline: *And something that made you proud?*

Michel Kalika: *Two things!*

A- We have become a highly responsive, academically demanding and efficient organisation.

B- The books we have published (37 as on 1 January 2022).

Aline: *And since you have never had the opportunity to answer the "star" question of the Newsletter interviews, I am going to ask you it now: given the current context and the experience you have acquired, if you could go back in time, what topic would you have chosen for your doctoral thesis?*

Michel Kalika: *My doctoral thesis was about company structures. If I were to start one again today, it would be on distance management, e-management!*

PROFESSIONAL DEVELOPMENT COURSE

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
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Avec les chercheurs du Business Science Institute
Jean Moscarola, Aurélie Dudézert, Stéphane Ganassali, Florence Laval, Caroline Mothe et les
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Inscription*: 1.500 euros

Lancement : janvier 2022 - Aboutissement juin 2022

[En savoir plus.](#)

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

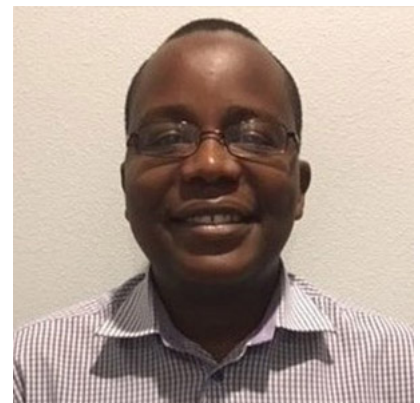
* 500€ for [Business Science Institute](#) professors and students.

ALUMNI PORTRAIT OF THE MONTH

Dr. [Masialeli Masialeli](#), a [Business Science Institute](#) graduate (Online DBA Cohort No. 2, 2018-2021)* talks with us about the different impacts of his Executive DBA.

Caroline: Hello Dr. Masialeli, you are a graduate of the Business Science Institute's Digital DBA class n°2. Could you tell us a little about your career path?

Masialeli Masialeli: I am excited to have this interview with [Business Science Institute](#). I started my career as an Information Systems Practitioner in the mining industry in Zambia, Southern Africa. Because of a great mentorship support system and successful career progression, I had the opportunity to serve as my employer's Head of IT for the Zambian Copper mine site. Following a successful leadership performance that was supported by a fabulous team, I had the privilege of relocating to the United States in late 2016. I accepted the Global IT Service Delivery Manager role within our global IT organization based in Nevada, USA. I later got assigned a Technology and Systems Leader role at a digital-driven mine in Northern Nevada. Following a joint venture between my organization and another organization, I have been an IT Service Delivery Manager for a joint venture (JV). In this role, I report to the JV CIO (Head of IT) and lead a 20-member team that provides critical IT



services to the largest gold complex in the world.

Academically, I hold a BSc Computer Science, Master of Business Administration, Master of Philosophy in Information and Knowledge Management, and recently, as you are aware, obtained a Doctor of Business Administration – Information Systems Major. I also hold various information technology professional certifications such as MCITP, CISSP, PMP, Licensed Scrum Master, etc.

Caroline: What were your motivations for joining the [Business Science Institute](#) and opting for the Digital DBA?

Masialeti Masialeti: Great question. After completing the Master of Philosophy in Information and Knowledge Management, a very research-centric program, I had plans to proceed and do a doctorate. My reasons were both personal and professional. I have always been in love with continuous learning as I drive intrinsic satisfaction from learning and acquiring new knowledge, and being challenged intellectually. The support system and financial sponsorship for the doctoral program from my employer played a crucial role in getting me started. Professionally, having a doctorate would open different doors to becoming a better thought leader. Following a search across many institutions in USA & Europe, I decided on [Business Science Institute](#). The reasons were, firstly, the quality of the faculty, i.e., many of them are experts in their fields and well published. Secondly, the excellent quality of the partnership between [Business Science Institute](#) and Skema Business School (an AACSB accredited business school) and iaelyon School of Management, Jean Moulin University Lyon 3. Finally, working as a manager, I needed to be in a program where the academic support system was agile and adaptive yet ensuring the highest level of academic quality. BSI checked all the boxes, and the Digital Doctor of Business Administration (DBA) was an excellent choice.

Caroline: You defended your Executive DBA thesis in September 2021 and your topic was "An empirical study of short interval control tasks and mobile technology fit in an underground gold mine". How did you come up with the idea for this topic and how did you conduct the research? (without going into detail)

Masialeti Masialeti: Having worked in the mining industry as an IT Leader for more than ten years, I have always had some deep questions about how IT systems can be an enabler and be strategic for attaining organizational objectives. I have been lucky to be in an organization that has embraced the digital transformation philosophy. When I started funneling down my research study, I was stationed at an underground mine that had a great interest in improving the short interval control (SIC) process. The SIC process is crucial for operational excellence. The SIC system using mobile technology was already implemented and needed optimization. Thus, through consultative discussions with Professors at [Business Science Institute](#) and following the approval from my employer, I designed a study to empirically investigate the SIC tasks of planning, execution, and control via mobile technology. I used task-technology fit (TTF) theory as a framework of analysis to assess the fit between SIC tasks and mobile technologies to drive underground miners' performance. My study suggests that Task-Technology Fit (TTF) results in better prediction, thus allowing for better decision making around improving the SIC process, which results in better performance of underground miners. Apart from having theoretical implications, I used the results of my study to coordinate with other stakeholders and drive improvement around the support model and how our miners can successfully use the SIC system. It has been gratifying to see the support provided by my team using the research results making a positive practice impact on the SIC process.

Caroline: *How do you think the [Business Science Institute](#) meets the expectations of working managers like yourself?*

Masialeti Masialeti: *The [Business Science Institute](#) model is an excellent fit for managers or executives who want to contribute to knowledge creation with rigor and at the same time continue working. The supervision by a highly dedicated faculty who are well published and on top of their fields is a rare opportunity. Moreover, the [Business Science Institute](#) support team is very responsive, agile, and provides students with an outstanding academic support system. I would encourage managers and executives to consider studying for a DBA at [Business Science Institute](#).*

Caroline: *What are your plans now that you are a Doctor? Do you plan to conduct further research, to publish the results of your Executive DBA thesis or to evolve in your professional sphere?*

Masialeti Masialeti: *Pursuing the DBA during the last four years (2018-2021) was an exciting and challenging journey. I learned a lot from my co-workers and Professors at [Business Science Institute](#). I took some extra classes around research methods & Statistics from the nearby University of Nevada, Reno, to fill my gaps. My supervisor, Professor [Jean-Fabrice Lebraty](#), is highly knowledgeable and passionate about information systems research. All this increased my interest in further research in information systems. Because of the DBA credential, I have already accepted an opportunity to teach part-time as an Adjunct Information Systems Professor at a renowned university. I continue to learn a lot more, and I am already working on an academic paper with Professor [Jean-Fabrice Lebraty](#). Our goal is to publish the paper in a good-quality academic journal. There is an excellent opportunity to publish more papers from my DBA work, and I am excited about my continued collaboration with Professor [Jean-Fabrice Lebraty](#) and other BSI professors. I plan to move into academia in the future. Being associated with [Business Science Institute](#), publishing papers, and doing another doctorate, a Ph.D., will be the crucial next steps for my future academic career.*

*Dr. [Masialeti Masialeti](#) defended his thesis: *An Empirical Study of Short Interval Control Tasks and Mobile Technology Fitness in an Underground Gold Mine*, supervised by Professor [Jean-Fabrice Lebraty](#), in September 2021.

ALUMNI NEWS

Dr. [Thierry Lamarque](#) (Paris Cohort n°1, 2016-2019) participated in the 10th edition of the SPHINX thesis prize jury chaired by Professor [Jean Moscarola](#), which rewarded two doctoral theses from the field of management sciences in late 2021.

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!

AGENDA

- Webinar "Le DBA pour les managers. Executive Doctorate in Business Administration à Paris", 5 janvier 2022

EXPERIENCE
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ALUMNI



**BUSINESS
SCIENCE
INSTITUTE**



ASSOCIATION
AMBA
ACCREDITED




+ de 100 thèses soutenues

+ de 35 livres publiés

+ de 100 professeurs internationaux

Webinar

Le DBA pour Managers

Executive Doctorate in Business Administration à Paris 



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



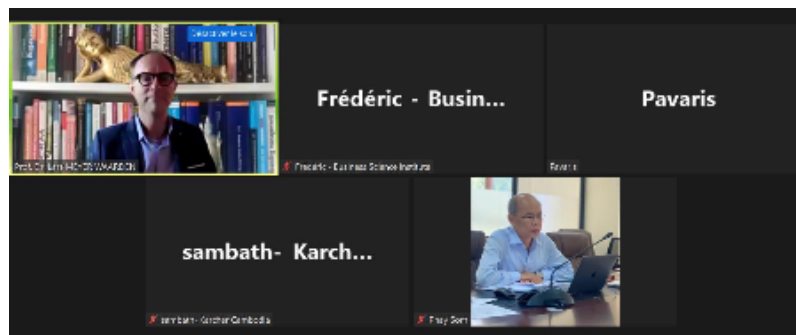
Pr. Christophe Torset
Professeur | Directeur de l'IAE Gustave Eiffel
Academic Manager Business Science Institute à Paris

Mercredi 5 Janvier
18h30 – 19h15 (CET)

This webinar will be presented by Professors [Michel Kalika](#) and [Christophe Torset](#)
[Registration](#)

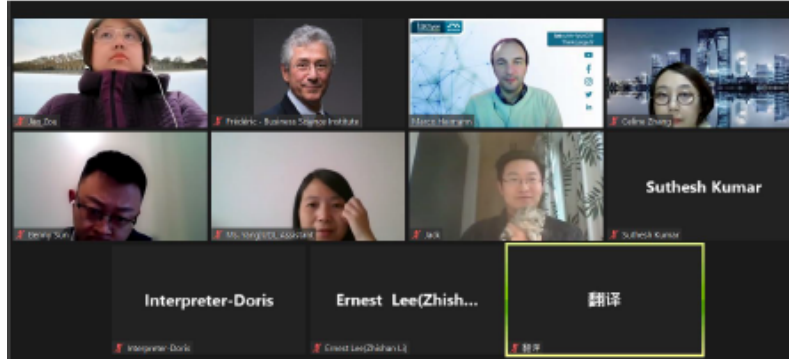
DECEMBER HIGHLIGHTS

- Seminar: “Research Design in Management Science”, [Bangkok 3](#), 11 December 2021.



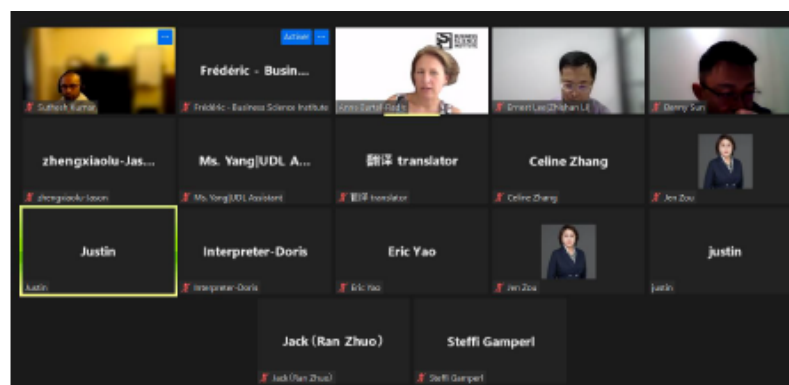
Hosted by Professor [Lars Meyer-Waarden](#).

- Seminar: “Research in Finance” [Shanghai 3](#), 11 December 2021.



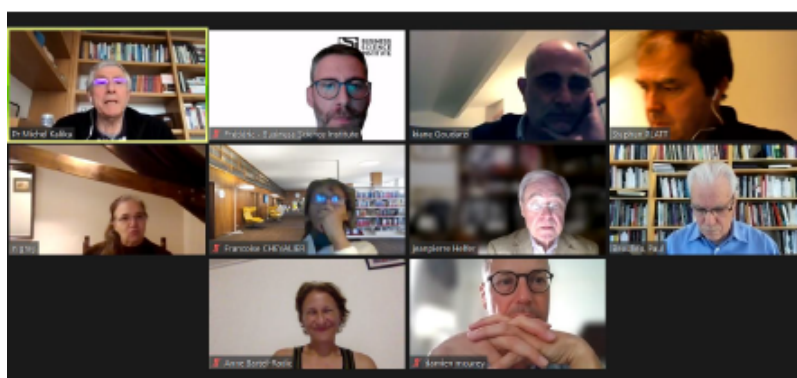
Hosted by Professor [Marco Heimann](#).

- Seminar « Research in International HR Management » [Shanghai 3](#), 12 December 2021.



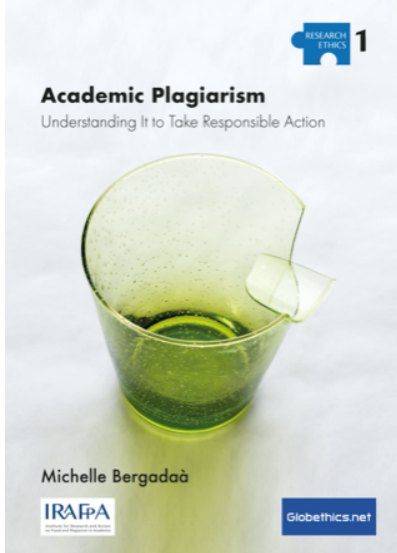
Hosted by Professor [Anne Bartel-Radic](#).

- [Academic Steering Committee Meeting](#), 21 December.



Chaired by Professor [Jean-Pierre Helfer](#).

PUBLICATIONS



[Michelle Bergadaà](#), [Academic Plagiarism. Understanding it to take Responsible Action](#), Globethics.net Research Ethics No. 1, 2021, 276 p.

With the proliferation of the Internet, overcoming plagiarism seems insurmountable for students, teachers and researchers, who tend to find little choice between academia and the law in this regard. With a multidisciplinary approach and twenty years of expertise and research on this topic, Prof. Bergadaà proposes a concrete methodology for addressing this issue, both for the plagiarised and plagiariser, as well as for the institutions and associations. Researchers, students, directors of journals and institutions, as well as other actors in the scientific arena such as policy makers and lawyers are all concerned with preserving the value of integrity at the core of research ethics.

[Bérengère Deschamps](#), [Thierry Lamarque](#), "[La stratégie du repreneur lors d'une négociation d'une reprise externe d'entreprise](#)" (Buyer strategies in the negotiation of an external takeover), *Management international* (HEC Montréal) 22 décembre 2021.

The negotiation process during an external takeover is seldom covered in the entrepreneurship literature, even though it is a decisive stage in the success of the overall takeover process. From a theoretical point of view, this article shows the strategies of the buyer at work in the negotiation of an external transfer. From a managerial point of view, it opens up perspectives for the buyer and their advisor in preparing the negotiation. From a methodological point of view, the research uses a participatory observation grid of the negotiations in situ, which makes it possible to identify oral and body language likely to lead to the turning points of the negotiation.

Henry Savall, [Véronique Zardet](#), [Menaces et opportunités du télétravail](#), (Threats and opportunities of remote working), éditions EMS 2021, 396 p.

Many books are destined to be published on remote working. However, the objective of this piece of work is to give a voice to executives, managers and employees who have experienced remote working during the recent crisis.

This book opens new perspectives by illustrating first-hand experiences with a view to developing socially sustainable and economically bearable managerial proposals. It highlights the skills, innovative practices and impacts of innovative socio-economic management initiatives. The book addresses the challenges raised by remote working in the broadest sense (labour law, working conditions, productivity, cohesion...) within companies and organisations.



[Michel Kalika](#), "[The PhD is losing its currency for business leaders](#)",

The World University Rankings, 29 December 2021.

In continental Europe, the PhD is still widely considered the default next step for leaders wanting to extend their knowledge beyond an MBA. But the complexity of challenges faced by organisations today means that senior businesspeople have increasingly specific and rather different study needs. These can't always be met by conventional doctorates such as the PhD – let alone short CPD or executive education programmes.

...



Coopération systémique



Par Maurice Thévenet | Professeur à l'ESSEC

15/12/2021



[Maurice Thévenet](#), "[Coopération systémique](#)"

(Systemic cooperation), RH Info, 15 December 2021.

Organisations need cooperation, their performance depends on it and managerial innovations in more or less liberated institutions provide the proof. In saying this, we have presented the problem rather than provided the

solution. Indeed, we should already agree on the definition of cooperation, which is distinct from collaboration, even if both borrow from Latin. Although there is no unanimously recognised difference between the two concepts, and although both evoke working together, collaboration appears to be flatter than cooperation. The former suggests working together, interacting, depending on each other to get a job done. Cooperation suggests contributing together to a common project and giving meaning to the collaboration.

...

VIDEOS



"[Qu'est-ce que l'innovation publique ?](#)" (What is public innovation?) by Professor [Madina Rival](#), member of the [Business Science Institute](#) Faculty and Professor at LIRSA-CNAM.



Filming in progress of Professors [Françoise Chevalier](#) and [Christophe Fournier](#), members of the [Business Science Institute](#) Faculty, for a special issue of the AGRH magazine.



Christophe Fournier
@ChFournierIAE

Tournage avec Françoise Chevalier @HECParis @fnege_medias
@Aunege pour présenter dossier spécial revue @grh @AssoGRH
#Innovationpédagogique @IAEFRANCE @ActuFNEGE



ADMISSIONS

- **Executive DBA (French Language)**



ABIDJAN

Executive DBA Abidjan – Cohort n°2 (2022-2026).

BAMAKO

Executive DBA - Bamako - Cohort n° 2 (2022-2026).



CASABLANCA

Executive DBA - Casablanca - Cohort n°1 (2022-2026).



DOUALA

Executive DBA Douala - Cohort n°4 (2022-2026).

- **Executive DBA (English Language)**

BANGKOK



Executive DBA - Bangkok - Cohort n° 3 (2022-2026).



ILE MAURICE



Executive DBA Mauritius (2022-2026).



[Tourism & Hospitality - Cohort n°1 \(2022-2026\)](#)

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 & German language)



For all enquiries concerning the online DBA:

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+49 172 2066769 (German): Yasemin

contact@business-science-institute.com

MANAGEMENT RESEARCH NEWS

IRAFPA

Call for papers 2nd International Colloquium on Research and Action on Academic Integrity "The New Frontiers of Integrity".

- **15 January 2022:** Closing date for the submission of abstract

[Watch the video.](#)



The Business Science Institute team wishes you all the best for 2022!



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