



N° 101



**FEBRUARY
2022**

NEWSLETTER

**2021 Activity Report - DBA Impact(s) - Interview of the Month - Alumni
News - January Highlights - Publications - In the Media - Videos -
Admissions - Management Research News.**

ACTIVITY REPORT 2021



2021 will have been a particularly eventful year for [Business Science Institute](#), as can be seen from the activity report just produced under the guidance of Professor [Michel Kalika](#), Director of Publication, Hugo, our Community Manager, who is the Editor and was entrusted with the difficult task of compiling and consolidating all the data, and Sylvain Stanik, Graphic Designer.

This 53-page report, which puts a special emphasis on the genesis and history of [Business Science Institute](#), allows us not only to see the diversity of the institution and the quality of its Executive DBA

programme, but also to measure its impact.

Following the circulation of the report to the [Business Science Institute](#) community, many comments were sent to Professor [Michel Kalika](#), some of which you will find below:

🙏 What an amazing report, really impressive 🙏

Well done for this very interesting report.

Congratulations to the whole team (and its founder-professor-researcher-entrepreneur-manager) for this remarkable and impressive activity report.

Congratulations to the entire Business Science Institute team for the wonderful work you do with dedication, and which is also reflected in this report. Thank you to all of you!

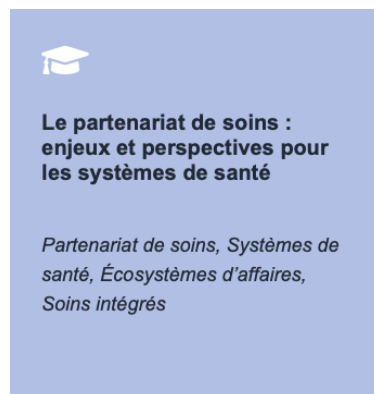
What a job! Congratulations to you and the whole team!

[Read the 2021 Activity Report](#)



DBA IMPACT'S

Discover the new homepage dedicated to [DBA Impact\(s\)](#), the journal by managers who produce knowledge, which presents articles and videos of the research carried out by Business Science Institute doctors.



The health care partnership: challenges and opportunities for health care systems

health care partnership, health care systems, business ecosystems, integrated health care.



Challenges and issues at the heart of the buyer-investment fund relationship during an external transfer of SMEs.

Investment funds, external transfer of SMEs, MBI, buyer.



Le partenariat public-privé, un instrument pour le financement des infrastructures publiques performantes : Mythe ou réalité ? Le cas des pays membres de l'Union Economique et Monétaire Ouest Africaine

Partenariats public-privé, Financement de projet, Infrastructures publiques,



Quels sont les facteurs-clés de succès des repreneurs lors des négociations de reprise d'entreprise ?

Entrepreneuriat, Négociations, Émotions, Facteurs clés de succès

Public-Private Partnerships as an instrument for financing efficient public infrastructure: Myth or reality? The case of member countries of the West African Monetary Union (UEMOA).

Public-Private Partnerships, Project Funding, Public Infrastructure, Assessment, Governance.

Key success factors for buyers in takeover negotiations

Entrepreneurship, negotiations, emotions, key success factors.



Mobiliser le meilleur de ses équipes pour éviter la crise : la résilience préventive individuelle

Résilience, Crise, Sensemaking, Survie



Pilotage de la performance dans les grands projets d'infrastructures publiques : le cas des projets routiers au Sénégal

Gestion de projet, Performance, Infrastructure, Parties prenantes



Réussir l'internationalisation régionale en Afrique. Le cas des sociétés agroindustrielles maliennes confrontées à des obstacles multidimensionnels

Internationalisation, Environnement en crise, Modèle d'Uppsala, Facteurs de contingence en contexte africain

Bringing out the best in your teams to avoid a crisis: individual preventive resilience

Resilience, crisis, sensemaking, survival, hospital.

Performance management in large public infrastructure projects: the case of roadworks in Senegal

Project management, performance, infrastructure, stakeholders. s: individual preventive resilience

Resilience, crisis, sensemaking, survival, hospital.

Managing regional internationalisation in Africa. The case of Malian agro-industrial companies faced with multidimensional obstacles.

Internationalisation, context of crisis, Uppsala Model, contingency factors in the African context.



Vaincre l'ubérisation par
l'asymétrie de
connaissances et la rente
cognitive. Le marché de
l'immobilier neuf

*Asymétrie de connaissances,
Rente cognitive, Immobilier,
Ubérisation*

Overcoming uberization through knowledge asymmetry and cognitive rent. The new-build real estate market

Knowledge asymmetry, cognitive rent, real estate, uberisation

INTERVIEW OF THE MONTH



Interview with Aline, Documentation and Research Support Manager at [Business Science Institute](#). Interviewed by Stephen Platt, Quality Assurance and Accreditation Manager at [Business Science Institute](#).

Stephen : *Hello Aline, thank you for agreeing to take part in this interview, could you introduce yourself briefly to our readers?*

Aline : *Hi Stephen, I have a PhD in Humanities, I am a research analyst in a French university and I have been a member of the [Business Science Institute support team](#) since 2012.*

Stephen : *Why did you join [Business Science Institute](#)?*

Aline : *I was contacted by Professor [Michel Kalika](#), with whom I had already had the opportunity to collaborate, at the very beginning of the project. I was immediately convinced by the potential of an Executive Doctorate in Business Administration delivered by a networked organisation, with an international faculty team highly qualified in the different fields of management sciences, and with values I identified myself with.*

Stephen : *What does your work involve?*

Aline : *My responsibilities have evolved since [Business Science Institute](#) was first set up. In the early years, when there were only a few cohorts and the number of doctoral students was still limited, I was in charge of the website content and its online publishing, as well as providing assistance for documentary research and writing the newsletter. Today, my activities are divided between supporting doctoral students with bibliographic searches related to their research topics and editorial activities with the monthly newsletter and the International Week brochure. I am also regularly asked to proofread books published by Business Science Institute.*

Stephen : *Isn't it complicated to work as part of a networked team?*

Aline : *On the contrary! This type of organisation does not suit everyone, but at [Business Science Institute](#) a clear choice has been made, which is a strength and allows the entire support team to collaborate effectively and remain agile and responsive. When I joined [Business Science Institute](#), the team was made up of 3 people (webmaster, administrative support, and documentation and research support). Today there are 10 of us, under the coordination of Frédéric, who is both responsible for teaching and administration, but also responsible for procedures. I have never felt the burden in operations as would certainly have been the case in a traditional organisation that grew as quickly as [Business Science Institute](#) has in such a short space of time.*

Stephen : *How do you choose the people to interview for the newsletters?*

Aline : *It is a concerted choice that depends on what is happening at [Business Science Institute](#): the opening of a new group, publications, research prizes, etc. I also set aside one or two times a year for discussions with the President himself because I think it is important for him to be able to maintain this direct link with the Business Science Institute community when current events warrant it (at the start of the health crisis, for example) or to take stock of progress.*

Stephen : *Do you have a special souvenir that you would like to share with our readers?*

Aline : *Yes, the day when, quite by accident, I made the [Business Science Institute](#) website disappear from the web for a few minutes... that seemed like hours. After that incident, I asked to no longer be in charge of the web site, and from that point onwards I just sent in the texts to be put on line to the webmaster.*

ALUMNI

TRIBUTE

[Business Science Institute](#) was saddened to learn of the death of Dr [Mahamat Issein Bardi](#) ([Paris](#) cohort No. 2, 2017-2020).

A computer engineer by training, with an MPhil (DESS) and an MBA, along with 30 years of professional experience at the African Development Bank (AfDB) in ICT, and conference and meeting planning and organisation, he was, until recently, the Chief Infrastructure Officer for conferences and meetings. His research focused on



the role of communication technology in strategic meetings at the African Development Bank (AfDB), and he defended his Executive DBA thesis 'The Role of Communication Technology Tools in Strategic Meetings: The Case of

the AfDB' in September 2020, under the supervision of Professor [Jessie Pallud](#).

He planned to continue his research activities and already had an article and a book in the pipeline.

The [Business Science Institute](#) community would like to express its support to all his loved ones

"It was with great sadness that I learned of Mr. Bardi's passing. I had the pleasure of supervising his DBA thesis from 2018 to 2021. His research focused on the role played by communication technologies in the strategic meetings of the African Development Bank (AfDB). 2020 was a particularly challenging year for him because, as the AfDB's Chief, Conference and Meetings Technology and Infrastructure Officer, he oversaw the migration of all AfDB meetings to a virtual format. In this sense, he was an excellent example of perseverance in completing his thesis that same year. Beyond a research topic grounded in current affairs, I especially appreciated Mr. Bardi's human qualities. I will remember him as an extremely caring, generous and positive person. Our follow-up meetings were sometimes very long and I remember Mr Bardi saying that I was 'tireless' when I announced the work he still had to do, but they were always punctuated by laughter. I will always remember you Dr Bardi..."

Professor [Jessie Pallud](#).

ALUMNI NEWS

Interview with Doctor [Julia Plünts](#) (Luxembourg, DE cohort n°2, 2018-2021), *HR One*, January 2022.
[Read more.](#)



[Martine Story](#) (Paris cohort n°4, 2019-2021), "[Baromètre de la relation manager-fonds d'investissement](#)", (Barometer of the manager-investment fund relationship) Expert opinion, *Fusions & Acquisitions Magazine*, January-February 2022.

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!

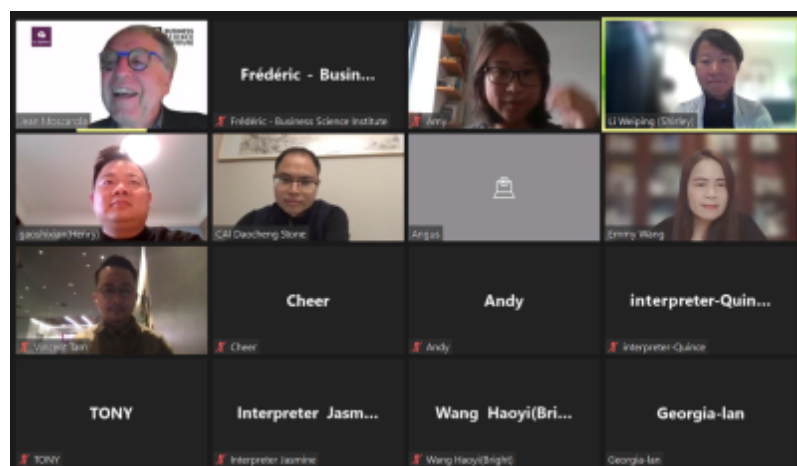
JANUARY HIGHLIGHTS

- La recherche qualitative à l'heure du Big Data Séminaires-ateliers d'accompagnement de projet (Qualitative research in the age of Big Data. Project support seminar-workshops), 31 January.



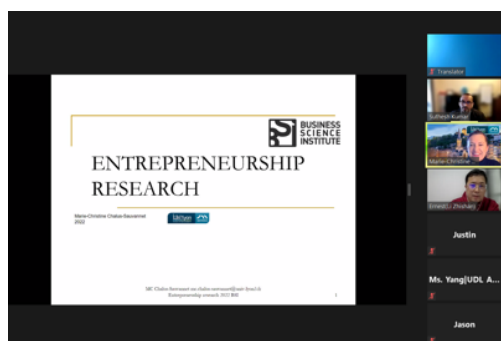
This first training session took place under the guidance of professors [Jean Moscarola](#) and [Françoise Laval](#).

- Seminar [Shanghai 1](#), 22-23 January.



This seminar was delivered by Professor [Jean Moscarola](#) (Quantitative Methodology).

- Seminar [Shanghai 3](#), 22-23 January.



This seminar was delivered by Professors [Françoise Chevalier](#) (Research in Management) and [Marie-Christine Chalus-Sauvannet](#) (Research in Entrepreneurship).

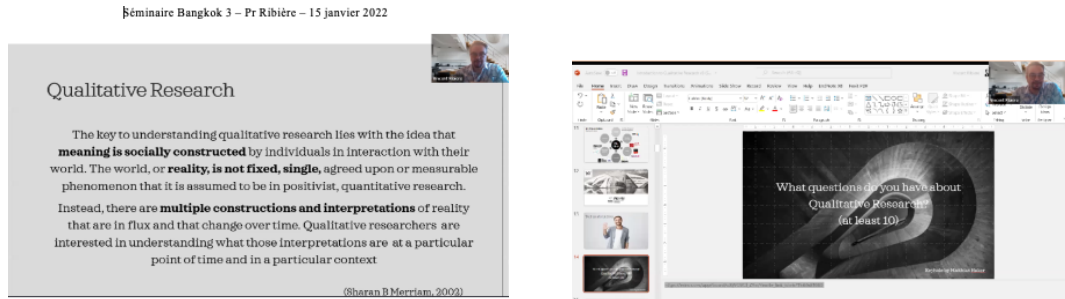
- **Seminar [Frankfurt cohort 3 online](#)**, 20-22 January.

This seminar was delivered by Professors [Marco Heimann](#), [Alexander Teubner](#) et [Lars Meyer-Waarden](#).

- **Follow-up of thesis projects [Dakar cohort 7](#)**, 21 January.

In the presence of Professors [Pierre-Jean Benghozi](#) and [Fatou Diop Sall](#).

- **Seminar [Bangkok cohort 3](#)**, 15 January.



This seminar was delivered by Professor Vincent Ribi re (Introduction to Qualitative Research).

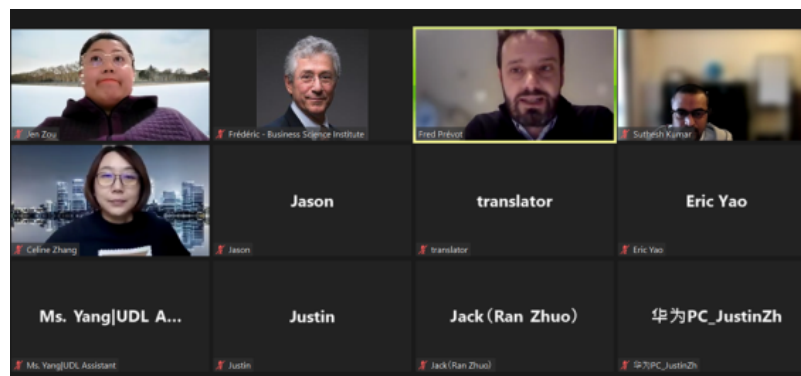
- **Strategic Impact Committee meeting**, 12 January.

- **Seminar [Shangai cohort 1 & 2](#)**, 8-9 January.



This seminar was delivered by Professor [Kiane Goudarzi](#).

- **Seminar [Shanghai cohort 3](#)**, 8-9 January.



This seminar was delivered by Professors Chauvet (Research in Strategy), Pr vot (Research in Strategy) and [Ulrike Mayrhofer](#) (Research in Strategy &

- Webinar "DBA for managers. Executive Doctorate in Business Administration in Paris" about the new Paris n°7 cohort, 5 January 2022.



EXPERIENCE
CONNAISSANCE
IMPACT
ALUMNI

**BUSINESS
SCIENCE
INSTITUTE**

ASSOCIATION
OF
AMBA
ACCREDITED

**Comment
réussir son
DBA?**

**Les docteurs
conseillent
les doctorants**

+ 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 | IAE Lyon
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 was presented by Professors [Michel Kalika](#) and [Christophe Torset](#), attended by 20 participants.

PUBLICATIONS

Attié, E., & [Meyer-Waarden, L.](#) (2022). [The acceptance and usage of smart connected objects according to adoption stages: an enhanced technology acceptance model integrating the diffusion of innovation, uses and gratification and privacy calculus theories.](#) *Technological Forecasting and Social Change*, 176, 121485.

[Burlaud A.](#), [Comptabilités. L'empire des nombres](#), EMS 2022, 180 p.

This essay is a contribution to a discussion in which the author wishes to involve the reader in order to allow each of us to deepen our understanding by following our own path. This discussion concerns a fascinating and vital phenomenon: the conquest of the world by numbers, with the example of accounting, management control and auditing, i.e., accounting in the broadest sense. The author takes a critical but non-negative look at accounting with the aim of making better use of it and giving it the means for further development.



Guéneau, G., Chabaud, D., & [Sauvannet, M. C. C.](#) (2022). Opening entrepreneurial ecosystem's black box: the power of networks in African low-income countries. *International Entrepreneurship and Management Journal*, 1-20.

Guéneau, G., Chabaud, D., & [Sauvannet, M. C.](#) (2022). [Opening entrepreneurial ecosystem's black box: the power of networks in African low-income countries](#). *International Entrepreneurship and Management Journal*, 1-20.



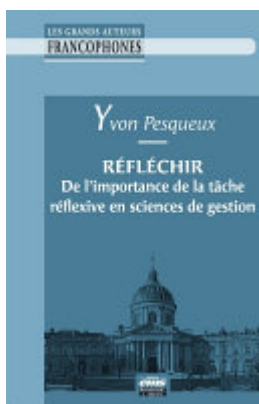
[Cornet, A.](#), [Kamdem, E.](#), Sem Mbimbi, P., Hakizumukama, A., & El Abboubi, M. (2021). *La gestion des ressources humaines en Afrique Subsaharienne et en Afrique du Nord*. Presses de l'Université du Québec. The aim of this publication is to provide readers with a handbook on human resources management (HRM) adapted to the context of sub-Saharan Africa and North Africa, and to cover all HRM-related topics. It is the result of the collaboration of five professors from Cameroon, Burundi, Morocco, the Democratic Republic of Congo

and Belgium...

Bouty, I., & [Godé, C.](#) (2021). [“Our flight suits are not just plain blue”: The co-production of coordination and bodies in a military air display squadron](#). *Organization Studies*.

Boersma, M., [Josserand, E.](#), Kaine, S., & Payne, A. (2022). Making sense of downstream labour risk in global value chains: The case of the Australian cotton industry. *Journal of Industrial Relations*, 00221856211066628.

[Michel, G.](#), Torelli, C. J., Fleck, N., & Hubert, B. (2022). [Self-brand values congruity and incongruity: Their impacts on self-expansion and consumers' responses to brands](#). *Journal of Business Research*, 142, 301-316.



[Pesqueux Y.](#), [Réfléchir. De l'importance de la tâche réflexive en sciences de gestion](#), EMS 2022, 336 p.

The author's career as a professor and researcher covers the birth and development of management sciences. Here he presents his career and shares his knowledge and convictions. This text is therefore a plea based on the argument of this essay: in other words, to reflect. The development of this argument is difficult because the dominant ideology values results - essentially financial (the tropism of management teaching, of students' and decision-makers' expectations) and this essay proposes something other than learning to be resourceful, which would reduce the focus significantly.

Urban S., [Book Review of Dominguez, N., & Mayrhofer, U. \(Eds.\). \(2018\). Key success factors of SME internationalisation: A cross-country perspective](#).

Extract: *This book is a valuable reference document for the study of the evolution of contemporary socio-economic life, marked by radical changes in structures, behaviour, modes of production and consumption and the rules of the social game.*

MEDIAS



[Céline Barredy](#), [Martine Story](#), "[Repreneurs d'entreprise et fonds d'investissement, un mariage sous tension](#)", *The Conversation*, 30 janvier 2022.

Every year, some 50,000 company takeovers are conducted in France. Some individual buyers are keen to carry out an acquisition project with an investment fund, in order to acquire large-scale small and medium-sized enterprises (SMEs) that they would not be able to finance on their own, with a simple bank loan. In this case, they carry out a management buy-in (MBI), the acquisition of a company by a buyer from outside the target, as part of a leveraged buy-out (taking on debt to generate a capital gain).

[Françoise Chevalier](#), [Intelligence artificielle et ressources humaines : trois écueils à surmonter](#), *Les Echos Solutions*, 25 janvier 2022.



Human resources have only recently adopted artificial intelligence, unlike other business departments (such as marketing and sales, production, supply chain, etc.). Beyond the abundance of ingenious achievements, driven in particular by a myriad of start-ups, and even though the 'virtual' is on the rise, artificial intelligence seems to be coming up against major limitations in the field of human resources. In particular, there are three pitfalls, relating to the quality and quantity of the data used, the possible gimmickry of AI and the risk associated with a mode of governance based solely on algorithms.

...



[Interview de Michel Kalika](#), *The PIE News*, 26 janvier 2022.

The Business Science Institute focuses on one program – a Doctor of Business Administration. Its president, Michel Kalika, told the PIE more about its offer, and why the DBA market is in the same emergent position as the masters market found itself in a decade ago....



[Maurice Thévenet](#), "[Le management sans mesure](#)", RH Info, 12 Janvier 2022. Measurement is not always the most prominent feature of management or human resource management. One only

has to look at the practices of HR departments, managers, leaders and even employees to see the lack of measurement in a world that is constantly searching for it. And yet we need measurement: managing, leading people, means making decisions, comparing possible options before choosing the best one. But to do this, we need the measures that allow us to do so. A measure is used to describe, to compare, to formulate a judgement, to make an evaluation. How do you compare two job candidates before recruiting one, distinguish between several possible people for a promotion, dismiss one or the other when the order to reduce the number of employees has been given, impose a sanction in the event of a mistake?

...

VIDEOS

XERFI Canal

[La résilience face aux crises](#), (Resilience in times of crisis) 8 January 2022.

Xerfi Canal spoke to [Jean-Fabrice Lebraty](#), member of faculty at [Business Science Institute](#) and Professor at the IAE Lyon School of Management, to talk about resilience in times of crisis.

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



[La recherche enracinée en Afrique](#) (Grounded research in Africa), 8 January 2022.

Xerfi Canal spoke to [Emmanuel Kamdem](#), member of faculty at [Business Science Institute](#) and Professor at ESSEC, CERAME, and the University of Douala, to talk about grounded research in Africa and the book recently published in the Business Sciences Institute collection at EMS editions:

[Kamdem, E.](#), [Chevalier, F.](#), & Payaud, M. A. (2020). [La recherche enracinée en](#)

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



[Christophe Fournier](#), Member of faculty at [Business Science Institute](#) and Professor at l'Aunege, [Et pourquoi ne pas recourir à l'évaluation par les pairs en pédagogie ?](#) Peer evaluation, a mechanism well known to university professors, can be used in education for the evaluation

of student work, in which learners correct other learners. Although the idea may seem absurd, it actually offers many advantages, particularly in terms of reinforcing teaching performance through an active approach in the sense of Piaget, without leading to grade inflation. According to various scientific studies, learners tend to be slightly more severe than teachers and are generally satisfied with this sort of mechanism. Soft skills such as autonomy, decision-making and responsibility are also reinforced through this approach. Of course, upstream, a great deal of design work awaits the teacher, particularly in terms of choosing a subject that lends itself to this type of approach and clearly defining the expectations in terms of output and evaluation.

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

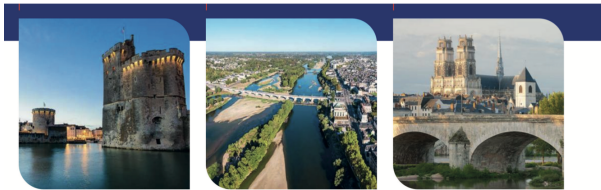


Executive DBA - Bangkok - Cohort n° 3
(2022-2026)

MAURITIUS ISLAND



Executive DBA Mauritius (2022-2026)



Tourism & Hospitality - Cohort n°1
(2022-2026)

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ONLINE DBA (French, English & German language)



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

MANAGEMENT RESEARCH NEWS



IQSOG - [edition, 8 January 2022](#)

IQSOG - [edition, 9 January 2022](#)



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