



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

GROUPE IGENSIA EDUCATION

IMPACT & KNOWLEDGE

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In line with the publication of the *White Paper on the Doctorate of Business Administration (DBA)*, which aims to achieve institutional recognition for the degree, this fourth issue of our Impact & Knowledge newsletter is mainly devoted to the advantages of the DBA for managers.

Three articles by eminent professors explore how the DBA can help managers become more resilient in the face of contemporary challenges, how it adds value to managerial experience, and why the concept of the “extended academic enterprise”, as embodied by the Business Science Institute, represents a future model for creating both professional and scientific value.

This issue also includes a strategic analysis of the impact of geopolitical dynamics on the agri-food sector, along with two contributions examining digital transformation in Africa and its role in fostering economic resilience.

A White Paper for the recognition of DBA →

The future of the DBA

Becoming an invincible manager with a DBA



Professor Yves Pigneur

Lausanne University

DBA Honoris Causa, Business Science Institute

Becoming an invincible manager in today's business world requires a combination of strategic skills, innovation and interdisciplinary collaboration. The DBA, with its unique approach to training through research, prepares managers to meet these challenges. By integrating the principles of the Business Model Canvas and adopting a culture of continuous innovation, managers can not only survive, but thrive in an ever-changing business environment.

Read the article →

Goodbye MBA, welcome DBA! Enhance your professional experience through scientific research



Professor Pierre-Jean Benghozi

Director of Research Emeritus, CNRS

Professor at École polytechnique

Faculty member of the Business Science Institute

The DBA represents a natural and necessary evolution in manager training. By enhancing the value of professional experience through scientific research, it enables us to meet contemporary challenges with innovative and robust solutions. While the MBA has played a crucial role for decades, the DBA is now establishing itself as the royal road for those who aspire to excel in an ever-changing world. For ambitious managers, it's time to say goodbye to the MBA and welcome the DBA, a training program that combines academic rigor and practical relevance to make a lasting impact on their careers and organizations...

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The future model for professional and scientific value creation: The extended academic enterprise



Professor Françoise Chevalier

Associate Professor, HDR

HEC Paris Faculty

Faculty member of the Business Science Institute

The Business Science Institute (BSI) is the perfect embodiment of this innovative model. Bringing together more than 100 professors from a wide range of institutions, and hosting doctoral students from different professions and nationalities, the BSI creates an environment conducive to innovation and value creation. Professors and PhD students freely share their knowledge and values, contributing to a unique system of knowledge transmission and creation.

BSI also stands out for its ability to produce high-value publications. In record time, over 60 books have been published by both teaching staff and doctoral students. This intellectual output testifies to the richness and diversity of perspectives within the institution.

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Point of view

**Agri-food, Trumpism and geopolitics: the strategic
electroshock**



Professor Sylvain Charlebois

Dalhousie University

Faculty member of the Business Science Institute

During his lecture at the international seminar of the Business Science Institute held on March 27 and 28, 2025, Professor Sylvain Charlebois, director of the Analytical Sciences Laboratory in Agri-Food at Dalhousie University (Halifax, Canada), paints a worrying picture of the geopolitical reorganizations at work in the agri-food field. In a dense presentation, he bluntly warns of the upheavals caused by Donald Trump's return to the presidency of the United States, particularly for North America, but also for the global food balance as a whole...

[Read the article →](#)

Book review

Africa in transformation: digital technology as a lever for resilience



Professor Emmanuel Kamdem

Douala University

Faculty member of the Business Science Institute

Africa has long been perceived through the prism of its fragility. Yet, with each crisis, it demonstrates a surprising resilience. The Covid-19 pandemic, which was supposed to be a cataclysm, ultimately revealed an extraordinary capacity to adapt. Where some predicted collapse, Africa has resisted. Better still, it innovated.

This ability to adapt is based on a two-fold movement: a clear desire to stop being a mere recipient of aid and a massive adoption of digital technology by all populations. Because Africa no longer wants to be a partner by default; it intends to be a fully-fledged strategic player in global transformations...

[Read the article →](#)

Africa, now a fully-fledged strategic partner



Professor Emmanuel Kamdem

Douala University

Faculty member of the Business Science Institute

At the start of the 2020 health crisis, the forecasts for Africa were catastrophic. The World Health Organization predicted an apocalyptic scenario for the continent. However, the reality was quite different: Africa was one of the continents least affected by the crisis. Of course, the youth of its population played a mitigating role, but beyond the demographic statistics, it was its resilience, rooted in deep socio-cultural dynamics, that made the difference.

Far from being passive in the face of successive crises, Africa is reinventing itself and asserting its place on the international stage. One of the strong lessons of this period is the emergence of a new economic model based on joint ventures. Until now, multinationals have operated in Africa mainly through subsidiaries, replicating a top-down and often asymmetrical model. Today, a profound change is taking place: local companies are forming strategic partnerships with these international firms. Africa no longer sees itself as a simple consumer market or an area for relocation, but as a full-fledged player, a force for proposals and innovation...

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