



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration



Newsletter n°128

Mars-Avril 2025

Foreword from the President

The key highlight of this 128th edition of our newsletter is the publication of the Doctorate of Business Administration (DBA) White Paper by the FNEGE (Fondation Nationale pour l'Enseignement de la Gestion des Entreprises), the national body supporting management education, much like the RNCP for professional certifications). This White Paper calls for concrete action, including official recognition of the DBA as an applied doctorate, its registration at Level 8 in the RNCP (Répertoire National des Certifications Professionnelles), the national directory of professional certifications), and the creation of a quality label under the aegis of the FNEGE. With this publication, the academic community and the institutions involved in the development of the DBA aim to reshape perceptions of this qualification and secure the recognition it deserves within the French higher education landscape.

In addition, I would like to inform you that the Business Science Institute has decided to withdraw from X to concentrate on developing a network that is fully aligned with its mission and vision. I am also proud to announce that we have surpassed 12,000 subscribers on LinkedIn.

Finally, I encourage the Business Science Institute Faculty to reflect on the role of AI in research topics, considering how existing models can be applied or challenged. Given the rapid advancement of AI, this discussion is now more essential than ever for the future of knowledge creation and the DBA.

Pr. Michel Kalika
President Business Science Institute

A White Paper for the Recognition of the DBA



Initiated by Professor **Michel Kalika**, President of the Business Science Institute, and coordinated with Professor **Jean-Pierre Helfer**, President of the Academic Council of the Business Science Institute, the FNEGE (French National Association for Management Education) has published the first White Paper dedicated to the DBA. This publication, developed with contributions from 12 institutions offering a DBA, including the Business Science Institute, has three key objectives: to raise awareness of the DBA, to secure its formal recognition, and to provide recommendations.

Kalika, M., Helfer J.-P. (2025) *Livre blanc. Doctorate of Business Administration (DBA). La recherche en management au bénéfice des entreprises*, FNEGE, 86 p.

[Learn more →](#)

[Read the White Paper →](#)

Insights into Research



Each month, a professor from the Business Science Institute engages with the community to discuss their current research, its findings, and its managerial and societal impact. For doctoral students and managers, this offers a unique opportunity to exchange and share insights into management research and the DBA.

Episode 13: "Studying Identity Work in a Secret Meta-Organisation: The Case of the Grand Orient in France", presented by Professor **Sébastien Liarte**.

[Watch the video →](#)

[Watch the episodes →](#)

TV Shows



Professor **Jean-Philippe Denis** - "In the Age of ChatGPT: Slowing Down to Understand and Take Action". A Xerfi Canal video.

[Watch the video →](#)



"Africa: How Digital Technology is Changing the Game" - Xerfi Canal hosted Professor **Emmanuel Kamdem** to discuss digital transformation in Africa in an interview conducted by **Jean-Philippe Denis**.

[Watch the video →](#)

Books

Retrouvez les derniers ouvrages des membres de la Faculté et des Alumni du Business Science Institute.

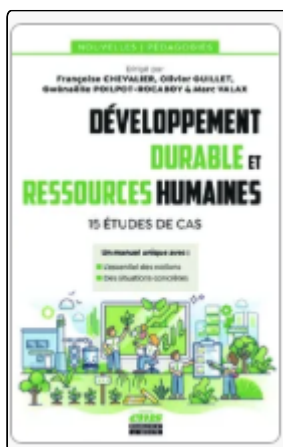


Bergadaà, M., & Peixoto, P. (2025). *Réinventer l'intégrité académique à l'ère de l'intelligence artificielle*. Editions EMS, collection Economie et Société, 216 p.

In this third publication by the IRAFPA (International Research and Action Institute on Academic Fraud and Plagiarism), released by EMS as part of the Questions de société collection, the authors invite us to reflect on the unprecedented scale of technological transformations. Artificial intelligence (AI) is emerging as a phenomenon that is profoundly reshaping the very structures of our society. The academic world, as the primary foundation for the production and dissemination of knowledge, is particularly affected. With contributions from: **Bergadaà M.** “Des valeurs aux normes académiques” (From Values to Academic Standards), pp. 27–32 & “Les dix conséquences du plagiat et de la fraude académiques” (The Ten Consequences of Academic Plagiarism and Fraud), pp. 27-32 , pp. 155-158.

Moscarola J., Kalika M., “Promouvoir les usages de l'intelligence artificielle (IA) dans le respect de l'intégrité académique” (Promoting the Use of Artificial Intelligence (AI) While Upholding Academic Integrity), pp. 159-172.

[Learn more →](#)

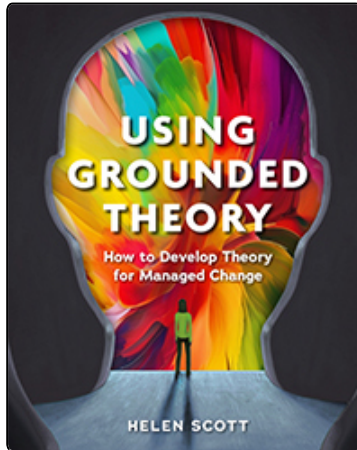


Chevalier, F., Guillet, O., Poilpot-Rocaboy, G. et Valax, M. (2024). *Développement durable et ressources humaines 15 études de cas* (Sustainable Development and Human Resources: 15 Case Studies). Editions EMS, 176 p.

Sustainable development is at the forefront of global priorities and is set to be one of the defining challenges of the century. Implementing sustainable development across its economic, social, and environmental dimensions requires the mobilisation of all corporate functions, with a particular emphasis on human resources. Balancing economic success, environmental integrity, and social justice - while engaging both internal and external stakeholders and

avoiding pitfalls such as greenwashing and discrepancies between rhetoric and action - poses significant challenges for a renewed approach to human resources. These challenges are explored through the 15 case studies presented in this book.

[Learn more →](#)



Scott, H., (2025) *Using Grounded Theory: How to Develop Theory for Managed Change*. Grounded Solutions Ltd.

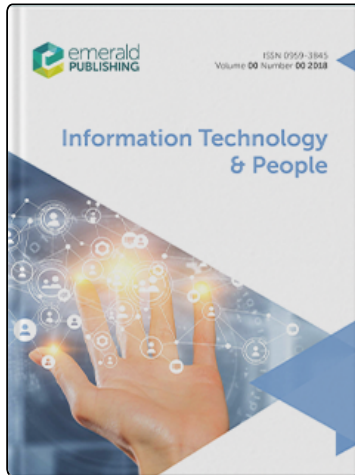
Popular with interpretivist, critical realist and post-positivist researchers, the grounded theory research methodology is used in psychology, healthcare, business, management and leadership, education, sociology and more. Researchers using this method tend to want to understand what is going on for a group of people in an area of interest and often seek to provide practical recommendations for targeted and impactful change. Using grounded theory offers step-by-step guidance on generating grounded theory for managed change using qualitative data, and is enriched by the many examples of Helen's mentees and peers who share their strategies for addressing common challenges of doing grounded theory. It will be valuable for post-graduate researchers, supervisors, professors, lecturers, and professionals in qualitative research.

The Business Science Institute collection

Discover the complete Business Science Institute Collection published by EMS, a series edited by Professors **Paul Beaulieu**, **Michel Kalika** and **Alain-Charles Martinet**.



Publications



Boukef, N., Haas, A., & **Kalika, M.** (2025). Investigating the impact of multiple media use on performance in dispersed teams: unraveling the millefeuille effect. *Information Technology & People*.

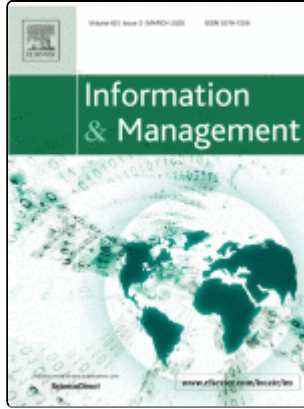
This paper aims to investigate the use of social media platforms compared to IT-enabled communication in the context of dispersed teams. Design/methodology/approach We draw on the millefeuille theory to develop a model that examines the impact of multiple media use (namely the millefeuille effect) on team performance...

[En savoir plus →](#)

Gaillard, H. (2024). Le rôle du job-crafting dans la transition professionnelle vers une nouvelle identité religieuse: accompagner la réconciliation identitaire ? (The Role of Job Crafting in Professional Transitions Towards a New Religious Identity: Supporting Identity Reconciliation?). *Relations industrielles/Industrial Relations*, 79(2).

The expression of religious identity in the workplace has long been overlooked, despite growing scholarly interest in the topic. This research responds to calls for a more dynamic perspective to understand how individuals reconcile religiosity and professional identity in varying workplace contexts...

[read the article →](#)



Manthé, E., Mencarelli, R., & **Pallud, J.** (2025). The dark side of crowdsourcing of complex tasks: a systematic literature review. *Information & Management*, 62(3).

Crowdsourcing (CS) has generated considerable excitement among practitioners in recent years, especially for the purpose of solving complex tasks. However, several failed CS initiatives have highlighted the difficulties of tapping into a crowd of contributors. Whereas most scholars consider CS activities to be sources of benefits for all actors involved, some scattered empirical results obtained in management literature challenge this assumption and demonstrate the existence of a dark side of CS...

[Read the article →](#)

Campus life



Admissions

Explore the calendar of upcoming DBA intakes (in-person or fully online) for 2025.

[Learn more →](#)

March-April 2025

- **26 et 28 February 2025, 1, 5, 7 et 8 March 2025**, 2nd seminar (“Paradigmes thématiques 1”) 3rd promotion DBA Sustainable Innovation Management in partnership with ICN Business School run by

Professors **Krishanu Rakshit**, **Rebecca Stekelorum** and **Tristan Roger**.

- **13, 14 & 15 March 2025**, 4th seminar (“Méthodologie qualitative”) Frankfurt 6 run by Professors **Heiko Hansjosten**, **Anne Bartel-Radic** & **Andreas Kallmünzer**.
- **26, 28 et 29 March 2025, 2, 4 & 5 April 2025**, 3rd seminar (“Paradigmes thématiques 2”) 3rd promotion DBA Sustainable Innovation Management in partnership with ICN Business School run by Professors **Olivier Berthod**, **Kamel Mnisri** & **Nicolas Raineri**.
- **3, 4 & 5 April 2025**, 3rd seminar (“Paradigmes thématiques 2”) promotion DBA - Expertise comptable in partnership with Conseil National de l'Ordre des Experts Comptables and Paris n°10 run by Professors **Didier Bensadon**, **Jean-François Casta**, **Maria Niculescu**, **Guillaume Biot-Paquerot** & **Jean-Philippe Denis**.
- **27 et 28 March 2025**, International Spring Seminar. CRBA and thesis defenses.

Photo Highlights

6, 7 et 8 February 2025, 2nd seminar (“Paradigmes thématiques 1”) DBA - Expertise comptable in partnership with Conseil National de l'Ordre des Experts Comptables et Paris n°10 run by Professors **Yvonne Muller**, **Karima Bouaïss**, **Geneviève Causse**, **Pascal Barneto** & **Nathalie Dubost**.



IAU Thesis Defence

Congratulations to Dr **Guy Laurent Fondjo**, who has just been awarded a Doctorate of Management from the International American University (IAU) following the successful defence of his thesis on 26 February before an international jury.

Guy Laurent Fondjo began his career 20 years ago as a computer engineer at Afriland First Bank Cameroon, where he held several leadership roles, including Chief Information Officer, Director of Human Resources, and Regional Director. Holding a Master of Business Administration (MBA) from the United States, he is currently the CEO of Afriland First Bank Guinea, President of the Professional Association of Credit Institutions of Guinea, and serves on the boards of several public and private companies. In September 2020, he defended his Executive Doctorate in Business Administration (EDBA) thesis on: "How Can Participatory and Community-Centred Management in Microfinance Institutions Contribute to Poverty Reduction? The Case of the Republic of Guinea." His research was supervised by Professor **Marielle-Audrey Payaud**, Professor at iaelyon School of Management, Université de Lyon. He is also the recipient of the 2020 Managerial Impact Prize awarded by the Business Science Institute.



In 2024, the Business Science Institute signed a partnership agreement with International American University (IAU) an institution with multiple accreditations, which awards the Doctor of Management (DM) degree. Under this partnership, Business Science Institute DBA graduates can obtain the Doctor of Management from IAU under the following conditions:

- Credit Transfer: IAU accepts the transfer of all credits earned at the Business Science Institute.
- Eligibility Requirements: Candidates must have

at least five years of professional experience and hold a master's degree.

- Thesis Submission & Defence: Graduates must submit their thesis in English, following the APA format (five-chapter structure), and defend it before a jury of IAU professors.

- Defence Format: The thesis defence is conducted in English. Candidates may use an interpreter and can choose to defend their thesis online or in person. Those opting for an in-person defence receive an invitation letter from IAU.

If you are interested, please contact Frédéric: frederic@business-science-institute.com

Publications



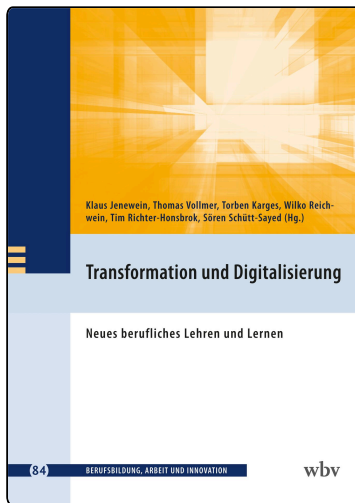
Mahamat H.-H. (2025). *L'Essentiel de l'analyse financière de banque*, CoolLibri.

This second volume in the Essentiel series outlines a methodology for conducting in-depth financial analysis. The approach presented is based on the Asset and Liability Management (ALM) framework. Drawing on real-world experience, the book enriches this framework, offering a structured method for assessing a bank's financial position.

[Learn more →](#)



Dr **Hal-Hafiz Mahamat** (DBA Online Cohort 4, 2024) has been a banking supervision specialist since 2008. He began his career in a commercial bank before being recruited in 2014 by the Central Bank (BEAC) as a Senior Analyst. He is currently seconded to the Banking Commission's inspection division, where he serves as Deputy Mission Leader, conducting general audits and thematic investigations. In September 2024, he defended his Executive Doctorate in Business Administration (EDBA) thesis on: “Banking Risk Management by a Central Bank: Proposal for a Financial Rating System”, under the supervision



Ofstad B., Gamböck R. (2024) “Digitalisierung der Berufs- und Arbeitswelt als Beitrag zur Nachhaltigkeit” (Digitalisation of the Professional and Working World as a Contribution to Sustainability) in Jenewein, K., Vollmer, T., Karges, T., Reichwein, W., Richter-Honsbrok, T., & Schütt-Sayed, S. (Eds.) *Transformation und Digitalisierung: Neues berufliches Lehren und Lernen* (Vol. 84). wbv Media GmbH & Company KG.. *This chapter presents Siemens' initiatives as a case study to illustrate the key drivers, processes, and innovations used by internationally oriented companies in vocational education. The aim is to equip apprentices, dual-study students, and skilled workers with the necessary competencies for the digital transformation. Siemens has developed training content in response to Industry 4.0 and the latest M+E training reform, forming the curricular foundation for skill development...*

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Dr **Barbara Ofstad** (Frankfurt DE Cohort 2, 2022) has over 20 years of managerial experience in various roles within the electrotechnical industry. In 2017, she took on the leadership of corporate vocational education and training (VET) operations at Siemens in Germany. She has served on several vocational education boards (VDMA, VHU, BDA) and is a board member of the Fraunhofer Institute for Industrial Mathematics (ITWM Kaiserslautern). In September 2022, she defended her Doctorate in Business Administration (DBA) on the topic: "Boundary Spanning in Digital Transformation: A Mixed-Method Single Case Study on Learning in a Vocational Education and Training Department", under the supervision of Professor **Anne Bartel-Radic**, Université Grenoble Alpes.



Al Arkoubi, K., & Tahari, F. (2025). "Social sector growth and disaster response management: the case of the Food Bank of Morocco". *Emerald Emerging Markets Case Studies*, 15(1), pp. 1-43.

After completion of the case study, students will be able to analyze disaster response mechanisms and the strategic decision-making process in high-pressure environments; assess the intricacies of cross-sector partnerships and their impact on effective disaster response; provide recommendations for leaders of nongovernmental organizations (NGOs) on how to achieve sustainable growth without jeopardizing an agile disaster response...

[Learn more →](#)



Dr **Fadoua Tahari** (Paris Cohort 2, 2019) has been a Certified Public Accountant (DPLE) since 2007. She began her career in audit and consulting at the international firm PricewaterhouseCoopers (PwC). She is currently a member of the Executive Committee of a financial holding company, where she oversees Consolidation, Internal Audit, and Compliance. In September 2019, she defended her Doctorate in Business Administration (DBA) on the topic: "Leadership Practices in Organisations in Morocco: Influence of National Culture", under the supervision of Professor **Khadija Al Arkoubi**, Emeritus Professor at the University of New Haven (USA).

Social Media

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