



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration



Newsletter n°129 May-June 2025

Foreword from the President

The highlight of this 129th issue of our newsletter is the 4th International Spring Seminar, held online on 27 and 28 March. We were honoured to welcome three distinguished guest speakers: Professors **Sylvain Charlebois**, **Simon L. Dolan**, and **Loïck Roche**.

Over the course of the two days, 11 doctoral candidates presented their CRBA (Research Progress Report), and 15 others defended their Executive Doctorate in Business Administration theses before a panel of international professors and alumni, who were also on hand to share their insights and experiences.

In other news, nine books authored by members of the Business Science Institute faculty have been certified by FNEGE. We warmly congratulate the authors. Finally,

This 129th edition once again showcases the intellectual contributions of our faculty and alumni.

We hope you enjoy reading it!

Pr. Michel Kalika

President Business Science Institute - IGENSIA Education Group

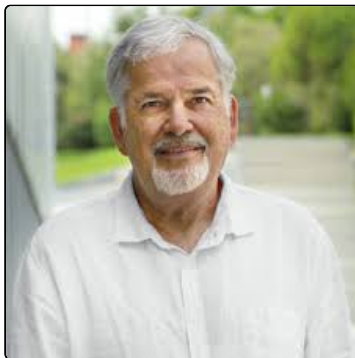
International Seminar

The 4th International Spring Seminar took place online on 27 and 28 March.

The seminar opened with two international keynote speakers who delivered their talks simultaneously in French and English:



- Professor **Sylvain Charlebois**, from Dalhousie University (Canada), a world-renowned expert in the agri-food industry, spoke on “Trump's Shadow over Agri-Food: Trade, Sustainability and Changing Geopolitics.”



- Professor **Simon L. Dolan**, from Spain, who recently joined the Business Science Institute to launch a DBA group dedicated to the Future of Work - in partnership with the Global Foundation for the Future of Work, which he chairs. His presentation was titled “A Short Journey into the Future of Work: Trends, Challenges and Opportunities.”

Over the course of the two-day seminar, eleven doctoral students presented their Certificate of Research in Business Administration (CRBA) to juries composed of two professors, whose role is to support and advise doctoral candidates as they progress through their thesis work.

Fifteen doctoral students defended their theses :

- three in French, eight in English, and four in German - before juries made up of professors and holders of the Doctorate of Business Administration.

A total of 69 professors from 50 academic institutions took part in the CRBA and thesis juries, and 14 alumni joined the sessions to share practical perspectives on the managerial impact of the research.



Dr **Loïck Roche**, Academic Director of the IGENSIA Education Group, closed the event with a presentation entitled “Higher Education and Professional Training: New Paradigms – Introduction to the IGENSIA Education Group School of Thought.”

The FNEGE College for the Certification of Management Publications aims to identify and promote books that contribute meaningfully to management research. Its goal is to highlight the value of academic books as a complement to journal articles. Several books by members of the Business Science Institute faculty were certified in 2025:

Category: “Higher Education Textbook”

Chevalier, F., & Fournier, C. (2024). *Pratiques pédagogiques innovantes : Construire la pédagogie de demain* [Innovative Teaching Practices: Building the Pedagogy of Tomorrow]. Éditions EMS.

Vas, A. (2024). *Stratégie d'entreprise – 3e éd. : Voyage illustré* [Corporate Strategy – 3rd ed.: An Illustrated Journey]. Dunod.

Category: “Collective Research Work”

Chevalier, F., Coron, C., Gaillard, H., & Oiry, E. (2024). *Les grands auteurs en Gestion des ressources humaines* [Key Thinkers in Human Resource Management]. Éditions EMS.

Denis, J-P., Deville, A., & Meier, O. (2024). *L'enseignement supérieur en transition : propositions pour l'avenir* [Higher Education in Transition: Proposals for the Future]. Éditions EMS.

Dudézert, A., Laval, F., & Gibert, F. (2024). *Le management plastique : L'art de la transformation digitale à l'heure du Never Normal* [Flexible Management: The Art of Digital Transformation in the Age of the Never Normal]. Éditions EMS.

Kamdem, E., & Apitsa, S. (Eds.) (2024). *L'Afrique en transformation : enjeux et défis du management durable en contextes de crises* [Africa in Transformation: Challenges and Issues of Sustainable Management in Times of Crisis]. Caen: Éditions Management et Société (EMS), Business Science Institute collection.

Category: “Essay”

Husson, J., & Nobile, D. (2024). *Faire hôpital ensemble. Témoignages d'expériences de*

management chez UNEOS [Building the Hospital Together: Management Experiences at UNEOS]. ESKA. Category: “Individual Research Work”

Hirigoyen, G. (2024). *Gouvernance de l'entreprise familiale : Entre rationalité et émotion(s)* [Governance of the Family Business: Between Rationality and Emotion(s)]. Éditions EMS.

Gillet, P., Moussa-Ousseini, D., & **Hirigoyen, G.** (2024). *Finance comportementale* [Behavioural Finance]. Ellipses.

In the Media



DBA: A White Paper to ‘Raise Awareness and Recognition’ **Michel Kalika** and **Jean-Pierre Helfer**, *News Tank Education & Research*, 22 April 2025.

[Learn more →](#)

Insights into Research



Each month, a professor from the Business Science Institute shares their recent research, key findings, and the managerial and societal impact of their work with the wider community. For doctoral students who are also practising managers, this is a valuable opportunity to explore and exchange ideas around research in management sciences and the DBA.

Episode 14: Participatory Approaches Based on Mixed Methods: Retrospectives and Perspectives, presented by Professor **Martin Cloutier**.

[Watch the video →](#)

Find all episodes of Insights into Research on the Business Science Institute website

[Watch the episodes →](#)

TV Shows

Watch video highlights from the 4th edition of the International Spring Seminar:



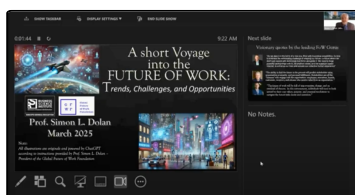
Opening Lecture – Professor **Michel Kalika**, President of the Business Science Institute - IGENSIA Education Group:

[Watch the video →](#)



Conference – Trump's Shadow over the Agri-Food Industry: Trade, Sustainability and Changing Geopolitics - Professor **Sylvain Charlebois**.

[Watch the video →](#)



Conference – A Short Journey into the Future of Work: Trends, Challenges and Opportunities - Professor **Simon L. Dolan**.

[Watch the video →](#)



Conference – Higher Education and Vocational Training: New Paradigms - Professor **Loïck Roche**.

[Watch the video →](#)

Books

Discover the latest publications by members of the Faculty and Alumni of the Business Science Institute:



Barneto, P., Dubocage, E., Girard-Guerraud, C., Rannou, Y., & Serret, V. (2025). *Finance : Decarbonised Finance for a Sustainable Economy* [*Finance : une finance décarbonée pour une économie durable*]. Éditions EMS.

Finance and climate are now inextricably linked. In his closing speech at Climate Finance Day on 12 December 2017, former French Minister of the Economy and Finance, Bruno Le Maire, underscored this connection: “The climate needs finance, but finance needs to find meaning and become green finance. This is the best way to win the battle for the planet (...). Finance will be green or it will not be; it must serve the fight against climate change and the general interest.”...

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Dolan, S. L., & Brykman, K. M. (2025). *Déchiffrer le code de la confiance. L'art et la science de tisser des liens durables.* [Decoding the Trust Code: The Art and Science of Building Lasting Connections]. Presses de l'Université du Québec.

How can we build and sustain trust? Is it truly a skill that can be developed and refined, or does it remain a mysterious gift? What mechanisms allow us to turn vulnerability into strength and relational uncertainty into opportunities for meaningful exchange? Trust is the glue that holds both personal and professional relationships together. In a world where it often seems to be in decline, this book explores how trust can be built - and, more importantly, how it can be maintained...

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Business Science Institute Collection

Consult our books.



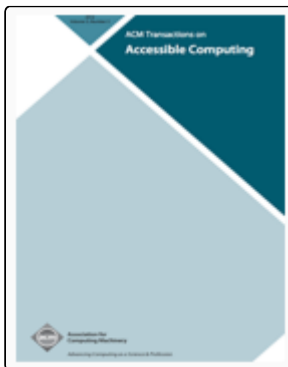
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Articles

Agulhon, S. (2024). Rien n'est trop difficile pour la jeunesse? Contribution de la génération Z à la résilience des organisations. [Is Anything Too Difficult for the Youth? Generation Z's Contribution to Organisational Resilience]. *La Revue des Sciences de Gestion*, 330(4), 63-74.

Frequently the subject of stereotypes and concern, Generation Z has been the focus of numerous studies. However, the limitations of this body of research call for a renewed understanding of today's youth in light of the current imperatives of organisational resilience. Historically, the literature on resilience has emphasised strong connections between individual and group levels, such as teams or organisations. As a result, a resilient organisation is, to some extent, dependent on the individuals who comprise it - and on their relationships - for its survival during crises, and even to prevent such crises from occurring...

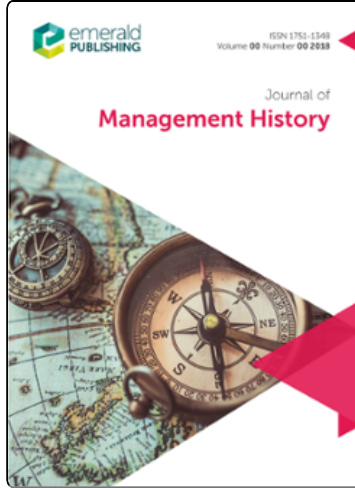
[Learn more →](#)



Jeanneret Medina, M., Thoo, Y. J., **Baudet, C.**, Froehlich, J. E., Ruffieux, N., & Lalanne, D. (2025). Understanding Research Themes and Interactions at Scale within Blind and Low-vision Research in ACM and IEEE. *ACM Transactions on Accessible Computing*.

This article extends our 2023 ASSETS paper, “A Large-Scale Mixed-Methods Analysis of Blind and Low-vision Research in ACM and IEEE,” which provided a field-, technology-, and method-agnostic examination of blind and low-vision (BLV) research. Our mixed-methods approach combined quantitative bibliometric analyses with a qualitative analysis of the field, resulting in four high-level research areas...

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Antonczak, L., Bureth, A., & **Burger-Helmchen, T.** (2025). Unveiling Keith Pavitt as a pioneer of innovation-as-practice. *Journal of Management History*.

The current landscape of management scholarship faces criticism for prioritising theoretical development over practical relevance, leading to a disconnect between academic research and industry practices or applications. By exploring Pavitt's work, the authors aim to highlight the importance of contextual understanding in innovation processes and to advocate for recognising diverse scholarly contributions that challenge established norms...

[Learn more →](#)



Beudaert, A., **Dubost, N.**, Nau, J. P., & Richard, S. (2025). Handicap et management: enjeux et perspectives de recherche [Disability and Management: Research Issues and Perspectives]. *Revue française de gestion*, 320(1), 73-92.

Un p'tit truc en plus (2024), Atypical (2017), Vestiaires (2011)—these are just a few examples of films and series that portray characters with disabilities, often with humour, helping to shift perceptions in society. The socially engaged opening ceremony of the Paris 2024 Paralympic Games was widely recognised as a powerful statement advocating for greater inclusion of people with disabilities. But beyond media attention, what are the actual economic and professional realities faced by people with disabilities? What kinds of initiatives are organisations - businesses, public institutions, associations - implementing to foster inclusion? And are these practices free from contradictions?...

[Learn more →](#)



Dubost, N. (2025). Well-being of families with children with disabilities: an exploration of resources in a specialized vacation center. *Journal of Services Marketing*.

Using the REPLACE conceptual model and the psycho-emotional model of disability, this study aims to analyze the experience of families with children with disabilities (FCwDs) in a specialized vacation center to understand the nature of the resources that give them a sense of well-being and a strong place attachment...

[Learn more →](#)



Meier, O. (2024). La notion de validité externe en recherche qualitative. [The Concept of External Validity in Qualitative Research]. *La Revue des Sciences de Gestion*, 330(4), 11-13.

In the field of management sciences, the legitimacy and external validity of research has become a central concern, as reflected in numerous academic contributions on the subject...

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Campus Life



Upcoming DBA

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

[Learn more →](#)

May - June 2025

- **15, 16 & 17 May 2025**, Seminar Module 5 “Quantitative Methodologies” DBA Frankfurt 6 cohort run by Professors **Anne Bartel-Radic** and **Ursula Scholl-Grissemann**.
- **14, 16, 17, 21, 23 & 24 May 2025**, Seminar Module 4 “Qualitative Methodologies” DBA Sustainable Innovation Management cohort 3 run by Professors **Nathalie Mitev**, **Martin Cloutier** and **Françoise Chevalier**.
- **5, 6 & 7 June 2025**, Seminar Module 4 “Qualitative Methodologies” DBA Chartered Accountancy cohort and Paris 10 cohort run by Professors **Christophe Torset**, **Martin Cloutier** and **Françoise Chevalier**.
- **18, 20, 23, 25, 27 & 28 June 2025**, Seminar Module 5 “Quantitative Methodologies” DBA Sustainable Innovation Management 3 cohort run by Professors **Stéphane Ganassali** and **Jean Moscarola**.

Alumni

Associate Researcher

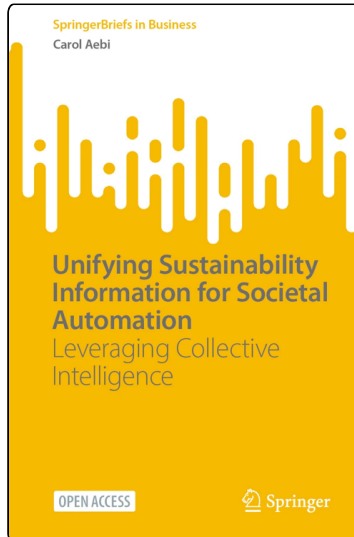


Dr **Leïla Kamara** (Paris No. 6, 2024) joins the Business Science Institute as an Associate Researcher.

An expert in asset management since 2006, Dr Kamara began her career in securities services after completing an MBA in Paris. She has worked for major banking groups, serving international asset management companies first as a senior manager, then as a consultant to banking executives on organisational and project management issues. Currently working in the field of private equity, she continues to develop her expertise in socially responsible investment (SRI) among European investment firms. She defended her Executive Doctorate of Business Administration (EDBA) in September 2024 on the topic: “The Impact of Socially Responsible

Investment on the Environmental and Financial Performance of Listed Companies in France”, under the supervision of Professor **Mehdi Nekhili**, University of Le Mans.

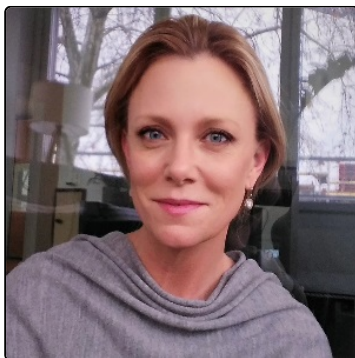
Publications



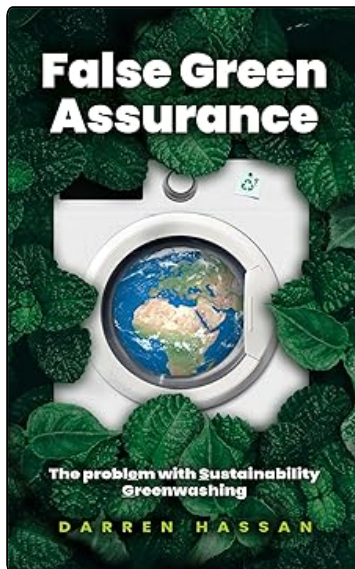
Aebi C. *Unifying Sustainability Information for Societal Automation. Leveraging Collective Intelligence.* SpringerBriefs in Business, 2025.

This open access book offers a structured approach that aligns indicators of social value and provides a stable foundation amidst the dynamic and ever-changing social complexities. From detailed system scales of participation to an overview of how it works, this book presents a roadmap for automating data in systemic alignment with social value. With its adaptability to changing societal structures, it provides a pragmatic solution within existing systems while paving the way for future advancements. It is valuable for researchers and business leaders...

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Dr **Carol Aebi** (Digital DBA No. 2, 2022), Associate Researcher at the Business Science Institute, is a strategic analyst. Her professional career spans the technology, consulting, education, and finance sectors. She currently serves on the board of a financial holding company in Switzerland, where she is responsible for corporate governance, business sustainability, and post-acquisition strategic alignment. She defended her Executive Doctorate of Business Administration (EDBA) in 2022 on the topic: “A Conceptual Model of a Stigmergic Information System Network for Social Sustainability: An Inductive Top-down Theorizing Approach”, under the supervision of Professor **Mola Lapo**.



Hassan D. (2024) *False Green Assurance: The problem with sustainability greenwashing.*

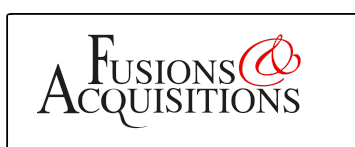
Is Sustainability Reporting Fuelling Greenwashing? With organisations increasingly encouraging and incorporating Sustainability Reporting (SR), should it remain a purely optional and voluntary disclosure tool available for organisations seeking to highlight their combined social, environmental, and economic activities? Does the emphasis on SR risk pushing organisations towards greenwashing, rather than promoting honest, ethical business decisions? And finally, who is auditing the auditors?..

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Dr **Darren Hassan** (Digital DBA No. 4, 2024) Formerly a hotel general manager and now CEO of his own trading and consulting company, Dr Darren Hassan is also a veteran of the Australian Army. He is a Fellow of the Australian Institute of Management (FAIM) and the Institute of Managers and Leaders (FIML). Prior to starting his DBA, he held teaching roles in Australian MBA programmes. He defended his Doctorate in Business Administration (DBA) in March 2024 on the topic: “Examining Perceived or Actual Gaps within Sustainability Reporting and Sustainability Reporting Tools (SRT)”, under the supervision of Professor **Emmanuel Josserand**, University of New South Wales, Australia.

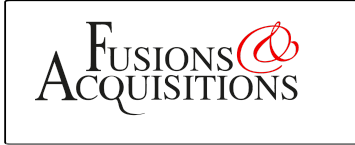
Interviews



Doctor **Martine Story** (Paris n°4, 2021) and Professor **Olivier Meier**, “Comprendre les enjeux de la relation manager – fonds

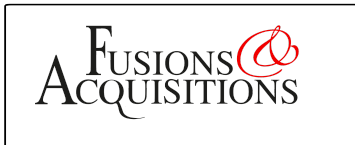
d'investissement et leurs impacts sur le LBO". [Understanding the Challenges of the Manager-Investment Fund Relationship and Their Impact on LBOs]. *Fusions & Acquisitions Magazine*, 2025.

[Read the interview →](#)



Doctor Martine Story (Paris n°4, 2021) and Professor **Olivier Meier**, "Comprendre la théorie de l'agence dans un contexte de LBO" [Understanding Agency Theory in an LBO Context]. *Fusions & Acquisitions Magazine*, 2025.

[Read the interview →](#)



Doctor Thierry Lamarque (Paris n°1, 2018) and Professor **Olivier Meier**, "Le repreneur d'entreprise face à l'escalade d'engagement" [The Business Buyer and the Commitment Escalation Trap], *Fusions-Acquisitions*, 2024.

[Read the interview →](#)

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