



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

**GROUPE
IGENSIA
EDUCATION**

Newsletter n°134 March-April 2026



Foreword from the President

Major contemporary transformations lie at the heart of our concerns. They are reshaping organisations, managerial practices and the ways in which knowledge is produced, and they call for renewed spaces for reflection and dialogue.

This commitment takes concrete form in the announcement of the doctoral conference co-organised with ICD Business School, dedicated to organisations in transition. This edition also highlights the close connection between research and managerial practice, through a range of formats for dissemination and knowledge sharing. These contributions explore, in particular, the transformation of managerial work, the impact of digital technologies, the challenges of academic integrity, and the need to consider research impact beyond conventional metrics alone.

Finally, the range of publications, research activities and initiatives undertaken by our Faculty and Alumni illustrates the vitality of our international academic community — committed to research rooted in practice, responsive to societal challenges and clearly oriented towards impact.

We wish you an enjoyable read.

*Pr. Michel Kalika
President Business Science Institute - Groupe IGENSIA Education*

Business Science Institute – ICD Business School

Doctoral Conference



23 June 2026

“Organisations in Transition: Actors, Practices and Challenges in Management Sciences”

Contemporary organisations — whether private, public, non-profit or part of the social and solidarity economy — are undergoing multiple transitions: digital, environmental, social, demographic, regulatory and geopolitical. These transformations are reshaping governance models, managerial practices, employment relations, marketing strategies, performance management systems and stakeholder engagement.

In this context, management sciences play a central role in analysing, understanding and supporting these transitions, drawing on a plurality of theoretical, methodological and empirical approaches. The doctoral conference “Organisations in Transition: Actors, Practices and Challenges in Management Sciences” provides a space for exchange, discussion and scholarly dialogue between doctoral researchers from across the various fields of management.

Proposals should be submitted by **20 May 2026**.

[Learn more →](#)

Research Put to the Test of Reality: From e-Management to Impact



An interview with Professor **Michel Kalika**, President of the Business Science Institute, and Professor **Jean-Philippe Denis**, member of the Business Science Institute Faculty, in collaboration with IQSOG.

This partner discussion between IQSOG and Cairn.info seeks to connect three central strands in the trajectory of e-management: a clear-eyed understanding of the digital transformation of managerial work; the defence of a doctoral model firmly grounded in practice; and the development of impact measurement tools designed to make visible the value created by research and by business schools.

Hybrid working patterns, remote work, continuous communication and information overload have indeed become increasingly widespread. The “millefeuille” theory — which analyses the layering of communication channels rather than their replacement — resonates strongly with the everyday experience of contemporary managerial activity. Running through the discussion is a broader critical question: in a world shaped by accreditations, rankings and standards, how can we preserve the capacity for invention and experimentation that should remain at the heart of a discipline dedicated to understanding collective action and supporting emerging practices — including in the era of generative AI and new challenges relating to academic integrity?

[Watch the video →](#)

[See the reading list →](#)

Videos



In a series of four short videos, Professor **Michel Kalika**, President of the Business Science Institute, presents the keys to successfully completing an Executive DBA, outlines the

distinctive features of the Business Science Institute's Executive DBA, and explains how its innovative pedagogy — from the “pedagogical toolkit” to outstanding scientific output — shapes tomorrow's impact-driven leaders.

What are the key success factors in an Executive DBA? →

What makes the Business Science Institute DBA different? →

Why is the Business Science Institute the only programme with over 60 DBA books? →

How does the pedagogical toolkit embody Business Science Institute's learning philosophy? →



Michel Kalika, “Information Overload and the Millefeuille Effect”, FNEGE Média

Information overload occurs when a manager receives more information than they are able to process, leading to cognitive saturation. It has, first and foremost, a quantitative cause: the multiplication of messages and communication channels — emails, instant messaging, social media and collaborative platforms. These channels do not replace one another; they accumulate. This is what Michel Kalika describes as the “millefeuille” effect. There is also a qualitative dimension: messages may be overly complex or poorly aligned with the recipient's capacity to process them. The result is a culture of urgency and a constant pressure to respond immediately. Information overload can also generate technostress, cognitive fatigue and, in some cases, burnout. Decision quality is consequently impaired. Addressing this issue requires regulating information flows and structuring communication channels more effectively. It is equally essential to strengthen organisational and processing capabilities through appropriate training. Paradoxically, information and communication technologies

(ICTs), originally intended to simplify communication, can themselves become a source of overload if not properly managed.

[Watch the video →](#)



Michel Kalika, “Why Is the DBA Market Expanding?”, FNEGE Médias

The DBA market is experiencing strong growth, as highlighted in the FNEGE White Paper. The increasing standardisation of the MBA has led experienced managers to seek a more distinctive qualification. After 15 to 20 years of professional experience, many are searching for renewed meaning in their careers and looking to build on the expertise they have accumulated. At the same time, a context marked by recurring crises and the rapid obsolescence of knowledge has reinforced the need to generate new forms of insight. The DBA — which brings together practitioners and academics — responds directly to these expectations.

[Watch the video →](#)

Podcast



In this episode of Tangram, the science outreach podcast of Université PSL, Professor Fabienne Berger-Remy reflects on research conducted with Professor **Marie-Eve Laporte**, member of the Business Science Institute Faculty, addressing a highly practical — and still very relevant — question: how can a population be encouraged to adopt protective behaviours in times of crisis?

[Listen to the podcast →](#)



Bergadaà, M. (2026). *L'intégrité académique – Du concept à l'action (Academic Integrity – From Concept to Action)*. Éditions EMS. 216 p.

No one can yet fully assess the lasting impact of the current attacks on science and universities, nor that of artificial intelligence, which has developed at remarkable speed and is profoundly reshaping the academic world. These existential challenges must be addressed at a time when misinformation circulating through social media threatens to eclipse other risks to knowledge. We urgently need a shared reference framework in the field of academic integrity: robust concepts to support informed debate and clear, practical language to coordinate collective action. This book draws on twenty years of field experience, more than 200 mediation and disciplinary ethics cases, fourteen summer schools and five interdisciplinary conferences...

[Learn more →](#)



Bousaguet, S. de Freyman, J. (2026). *Le Repreneuriat en schémas (Understanding Entrepreneurial Takeover)*. Éditions Ellipses.

With contributions from **Jean-Pierre Boissin, Bérangère Deschamps, Thierry Lamarque** and **Martine Story**.

At a time when many firms are preparing for ownership transition, business (or entrepreneurial) takeover is emerging as a fully-fledged entrepreneurial pathway, whose specific requirements remain insufficiently formalised. In contrast to narratives that celebrate disruptive innovation or ventures created ex nihilo, business takeover refers to a distinct form of entrepreneurial engagement centred on preserving organisational balance and ensuring economic and social continuity. Whatever their relationship to the firm — employee, heir, partner or external acquirer — those taking over a business embark on a complex human endeavour that is at once strategic, relational and identity-based. Today, this practice lies at

the heart of major economic and social challenges linked to sustaining the vitality of local and regional economies. Yet despite its importance, it remains something of a blind spot in public policy.

[Learn more →](#)

Business Science Institute Collection

Discover all the titles in the Business Science Institute book series, published by Éditions EMS. The series is edited by Professors **Paul Beaulieu**, **Michel Kalika** and **Alain-Charles Martinet**.



[Learn more →](#)

Faculty/Alumni: Research and Publications news



Gaillard, H. (2026). Fasting as a Test for Team Cohesion in Religiously Diverse Workgroups? A Comparative Case Study in France. *Journal of Management, Spirituality & Religion*.

This paper examines how religious fasting interacts with organizational rituals and team cohesion in secular workplaces. It explores how Ramadan shapes daily interactions, solidarity, and coordination within diverse workgroups. The study uses a qualitative, processual design based on two waves of semi-structured interviews conducted during and after Ramadan 2024 with five French work teams (n = 25). Data were analyzed abductively to identify evolving cohesion configurations over time. The study found that fasting is conceptualized not as a causal factor but as a revealer that magnifies everyday interaction patterns, and illustrates how cohesion is sustained, adjusted, or strained. Three configurations emerge: strengthened, stable, and weakened cohesion. The study advances research on religion in organizations by showing how fasting illuminates the implicit social fabric of teamwork. It highlights cohesion as a dynamic process shaped by ritual reconfiguration, relational adjustments, and diversity management practices in secular contexts...

[Read the article →](#)

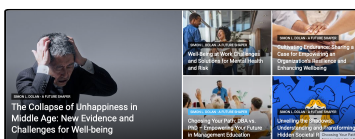


Medina, M. J., Baudet, C., Njitchouang, M., & Lalanne, D. (2025). Shaping Document Accessibility Remediation with Artificial Intelligence: A Multilevel Understanding Study. *Communications of the Association for Information Systems*, 58(1), 18.

Education for all requires accessible digital documents. However, accessibility principles have yet to be integrated into the practices of publishers and teachers who create such documents. Moreover, the remediation of educational documents remains time-consuming

when done by specialists. To address this issue, in collaboration with a department for document remediation, we introduced an automated and autonomous software artifact leveraging artificial intelligence (AI) to make static educational documents more accessible to blind and low vision (BLV) learners. Following a multilevel research design and two perspectives of agency, we adopted naturalistic methods of inquiry (participant observation and interviews) complemented by a rich set of secondary materials. From a sociomaterial perspective and drawing on actor-network theory, we reveal the rich ecosystem of actors around document remediation at the macro level and the regulatory role of BLV learners at the meso level. At the micro level, by analyzing the interactions between the BLV learner, the remediation specialist, and the agentic IS artifact through the lens of the willingness to delegate theoretical framework, we identified that two types of agents (reactive and prescriptive) would be more effective than one. Finally, we discuss key considerations about such computing systems and accessibility in IS research...

[Learn more →](#)



Simon L. Dolan – “A Future Shaper”

Discover the section of *The European Business Review* featuring Simon L. Dolan, described as a “future shaper”. The series explores leadership, values and the future of work, offering expert perspectives on organisational change, well-being and strategies for building a prosperous and sustainable business future.

[Read the feature →](#)



Executive DBA in Sustainable Innovation Management – Cohort 4

The fourth cohort of the Executive DBA in Sustainable Innovation Management, which began in January, brings together four participants (two men and two women) from four countries — Canada, France, Germany and Côte d'Ivoire. Senior executives and managers working in international organisations across a range of sectors (pharmaceuticals, finance, electronics and others), they are developing doctoral projects firmly embedded in sustainable development challenges: strengthening value chain resilience in the face of climate change, sustainable and digital finance, technological innovation and education for sustainability, and sustainability in the life sciences. A diverse and committed cohort, clearly focused on impact.

Executive DBA in Beirut – Cohort 1

Business Science Institute and the Faculty of Business and Economics at the American University of Science and Technology launched the first Beirut-based Executive DBA cohort in February. The cohort brings together four Lebanese participants (four women) working on strategic and highly contemporary research themes: cultural transformation and digital maturity; employee coaching and corporate social responsibility in change management; the influence of diplomatic engagement on executive strategic decision-making; and the transformation of universities in a VUCA environment. A pioneering cohort at the intersection of leadership, sustainability and organisational complexity.

Executive DBA in Chartered Accountancy – Cohort 2

The new cohort of the Executive DBA in Accountancy, which began in January, brings together eight participants (seven men and one woman) from five countries — France, Mali, Benin, Gabon and Côte d'Ivoire.



Agenda

Seminars organised in March–April 2026

- **4, 6, 7, 11, 13 & 14 march 2026**, Thematic Paradigms I seminar for doctoral candidates from the Executive DBA in Sustainable Innovation Management – Cohort 4 (in partnership with ICN Business School), run by Professors **Krishanu Rakshit**, **Rebecca Stekelorum** and **Tristan Roger**.
 - **12, 13 & 14 march 2026**, Thematic Paradigms I seminar for doctoral candidates from the Executive DBA in Accountancy – Cohort 2 (in partnership with the National Council of the French Order of Chartered Accountants (CNOEC), run by Professors **Yvonne Muller**, **Maria Niculescu**, **Didier Bensadon** and **Nathalie Dubost**.
 - **22, 23 & 24 march 2026**, Thematic Paradigms II seminar for doctoral candidates from the Executive DBA Paris-Saclay – Cohort 1, run by Professors **Thomas Renault**, **Aurélien Acquier** and **Franck Aggeri**.
 - **26 & 27 march 2026**, Online International Spring Seminar, featuring 15 CRBA presentations and 11 thesis defences.
 - **1, 3, 4, 8, 10 & 11 april 2026**, Thematic Paradigms II seminar for doctoral candidates from the Executive DBA in Sustainable Innovation Management – Cohort 4 (in partnership with ICN Business School), run by Professors **Khaled Lahlouh**, **Nicolas Raineri** and **Kamel Mnisri**.
 - **16, 17 & 18 april 2026**, Research Design seminar for doctoral candidates from the Executive DBA Beirut – Cohort 1 (in partnership with the American University of Science and Technology), led by Professors **Charbel Chedrawi**, **Pierre-Jean Benghozi**, **Mayssam Daaboul**, **Blandine Ageron**, **Chadi Khneyzer** and **Peter Stokes**.
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Alumni

Join the BSI Alumni LinkedIn Community



The BSI Alumni LinkedIn page is growing — and we would like you to be part of it.

Our alumni are publishing books, articles in international journals, launching initiatives, leading field missions, and contributing to organisational transformation across the world. The page highlights these achievements while creating a space for exchange and dialogue between manager-researchers.

We currently have 117 members — and we would love to strengthen this global community. If you are not yet a member, we invite you to join the BSI Alumni LinkedIn group and contribute to the conversation.

Your research. Your practice. Your impact.

[Business Science Institute LinkedIn Alumni Page →](#)

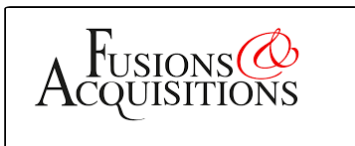
Conference presentation



Dr **Augustin Wandji** will present the findings of his research at the research day linked to the special issue of the *Revue Française de Gestion* entitled “Space and Management”, to be held on 31 March 2026 at Université Paris-Saclay (Jean Monnet Faculty, Sceaux).

This selection marks an important milestone in his work on the spatial transformation of accounting practices in the digital era and the development of a theory of geo-accounting. **Augustin Wandji** (Douala Cohort 2, 2022) is Financial Reporting and Planning Manager at Elnefeidi Group Cameroon. He defended his thesis, “Management in the African Context and Hypergrowth of the Firm in Cameroon”, under the supervision of Professor **Damien Mourey**.

Interview



“Trust as the Cornerstone of an Acquisition Project” — interview with Dr **Martine Story** (Paris, DBA Cohort 4, 2021), Associate Researcher, and Professor **Olivier Meier**, member of the Business Science Institute Faculty, published in *Fusion & Acquisitions Magazine*, January–February 2026.

[Read the article →](#)

Podcast



Leïla Kamara – “Socially Responsible Investment and Its Impact on the Financial and Environmental Performance of Listed Companies”

Dr **Leïla Kamara** (Paris Cohort 6, 2024), Associate Researcher at the Business Science Institute, presents her research in this podcast, making her work accessible to a wider audience. Her study examines the impact of investment by a sample of SRI-labelled funds on the financial and environmental performance of the listed companies in which they invest. Conducted over the 2021–2023 period, this research is pioneering in its field, particularly in its analysis of the relationship between socially responsible investment (SRI) and environmental performance, as well as the moderating role played by SRI in shaping both environmental and financial outcomes.

[Listen to the podcast →](#)

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