



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

GROUPE IGENSIA EDUCATION

IMPACT & KNOWLEDGE

N°11

June 2026



This new issue of Impact & Knowledge takes us to the heart of a collective reflection on the approaches, methods and aims of research in management studies.

The latest edition of the audiovisual journal dedicated to sharing research insights, enriched by contributions from many Professors in our Faculty and Associate Researchers of the Business Science Institute, offers a wide-ranging and critical mapping of contemporary management. These essays range from clinically grounded approaches to geoculturally decentred perspectives, and from epistemological vigilance to reflection on the researcher's political responsibility. Together, they invite us to rethink the very foundations of our academic engagement.

Extending this reflection on the frameworks that shape action, our opinion pieces examine two major transformations. The first examines artificial intelligence and the reshaping of social dialogue, across representation, negotiation and the redistribution of roles.

The second takes us into the world of Chinese management, revealing a paradigmatic shift that has for too long been obscured by Western orthodoxies.

Lastly, the Impact(s) article brings us back to the practical challenges of strategic design. By calling for a reversal of the growing trivialisation of UX practice, so as to restore its ROI and turn it into a measurable driver of performance, it shows how applied research can directly inform managerial decision-making.

Across these contributions, a common thread emerges: the need to move beyond pre-established models — whether disciplinary, cultural or technological — in order to better embrace the human, relational and contextual complexity of organisations. These texts invite us to shift our perspective, interpret weak signals and re-engage with the diversity of geocultural frameworks that shape action. They also remind us that, in an environment marked by uncertainty and constant transformation, the ability to combine intellectual rigour with openness to real-world complexity is essential to sound judgement... and to impact.

Happy reading.

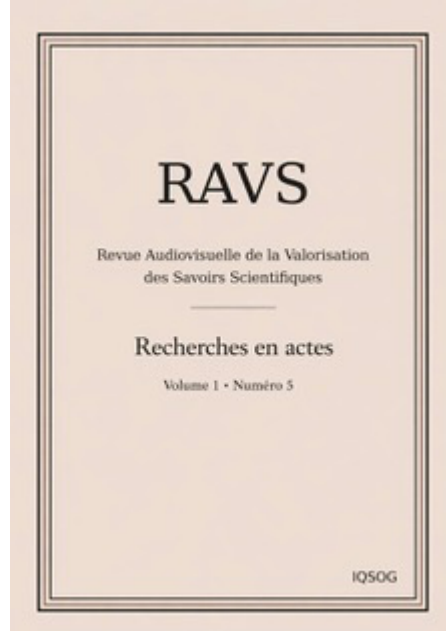
Professor Michel Kalika

President of Business Science Institute - Groupe IGENSIA Education

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**Revue Audiovisuelle de la Valorisation des Savoirs
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Forums

Social Dialogue in the Age of AI. Representation, Negotiation, and Role Recomposition



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Social dialogue is undergoing a profound reconfiguration. Technological change, new forms of employment and the reshaping of collective labor relations are forcing all actors to rethink both the forms and the substance of negotiation. Management, unions, and HR professionals find themselves engaged in a process whose contours remain largely open. This reconfiguration is not a mere technical adjustment. It raises fundamental questions about the legitimacy of representation, the architecture of power relations, and the capacity of organizations to produce collective meaning.

Comparative research between France and the United States on union behavior offers a striking lens for examining these dynamics. It reveals a structural tension between two logics of collective engagement, one rooted in the public image of union organizations, the other in their concrete utility at the firm level. The practical implications of this tension for HR professionals are considerable...

Management and China: A Paradigm Shift That Has Been Overlooked



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Western management—particularly American management—represents the dominant approach worldwide. This is mainly because management theories were developed in the Western world. Chinese management, on the other hand, is rarely discussed in this context. Yet the Middle Kingdom's significant weight, meteoric rise, and growing influence are evident in every field on the international stage. This therefore represents both a paradox and a major enigma that must be resolved. It is all the more essential to

study Chinese management because it differs significantly from Western management. The primary stakeholders are practitioners, faculty members, and students, as they will be increasingly affected by this topic...

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Article Impact(s)

Reconsidering UX ROI: Reversing the Commoditization of UX Practice



Dr. Gabriel Golcher, DBA

Online DBA at Business Science Institute, Cohort 4

User Experience (UX) plays a critical role in the competitiveness and profitability of modern businesses, especially in the software industry. Yet despite its proven strategic value, UX remains widely perceived as a tactical function, and in a 2019 industry survey, UX executives were present in only about 7% of companies.

One reason for this is that UX practitioners often lack the business acumen and tools to demonstrate the return on investment (ROI) of their work. Meanwhile, academic research on UX ROI has stagnated over nearly two decades. My DBA research, grounded in over 18 years of UX practice, set out to bridge this gap between UX's actual business impact and its organizational recognition...

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