BUSINESS SCIENCE INSTITUTE
Doctorate of Business Administration

GROUPE IGENSIA EDUCATION

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Foreword from the President

“Doctoral pathways deserve better than confusion” is the title of the opinion piece co-signed with Professor Jean-Pierre Helfer, President of the Business Science Institute Academic Steering Committee. The article addresses the need to clarify doctoral pathways in the field of management studies. DBA, Executive PhD, traditional PhD: these increasingly blurred labels open the door to programmes lacking rigour. In the article, we reiterate the international distinction between the PhD, which trains researchers, and the DBA, which enables practitioners to conceptualise their experience, and we call for programmes to be evaluated by HCERES.

This issue also particularly illustrates the international momentum of the Business Science Institute. The first doctoral conference organised in partnership with ICD Business School brought together, on 23 June, more than forty participants from four continents around the theme of organisations in transition. At the same time, the opening of the first cohort of the Executive DBA in Health, Innovation, AI and Environment in Shanghai, now delivered face-to-face, confirms our community’s growing engagement with major research questions in Asia. Over the past two months, activity across our Executive DBA programmes has also unfolded through methodological and thematic seminars held both in France and internationally.

The intellectual influence of our Faculty members is also reflected in renewed academic recognition. Two books have been recognised by the 2026 EFMD-FNEGE Awards, while the "Élucidations Managériales" project offers a new format for disseminating the work of the doctoral community, combining a blog, social media and an academic journal.Finally, recent publications by our Alumni, focusing on international entrepreneurship, digital health, workplace psychology and responsible finance, demonstrate both the variety of fields explored and a shared commitment to research that addresses societal issues and seeks to generate real impact.

I wish you all an enjoyable read and an excellent summer.

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

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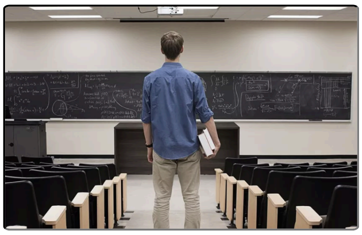
Tribute

It was with great sadness that the Business Science Institute learned of the passing of Professor **Henri Savall**.
A major figure in the academic management community, he left a lasting mark on the field of management research through his unwavering commitment to the practical value of research. Holder of two doctorates, one in macroeconomics and the other in management sciences, he founded ISEOR in 1975 with a constant ambition: to bring economic performance and human development into lasting alignment.
Appointed Professor Emeritus in 2011 and made a Knight of the Legion of Honour in 2017, he devoted his work to fostering dialogue between theory and organisational practice, developing an intervention-research approach designed to support the concrete transformation of companies.
This concern to connect concept and action closely, and to give research an undeniable operational and social purpose, is precisely what the DBA, as promoted by the Business Science Institute, seeks to advance on a daily basis.
In honouring the memory of a scholar whose intellectual rigour was never disconnected from the realities of the field, we extend our most sincere condolences to his family and loved ones.

Opinion Piece: DBA, PhD, Executive PhD? “Doctoral Pathways Deserve Better than Confusion”

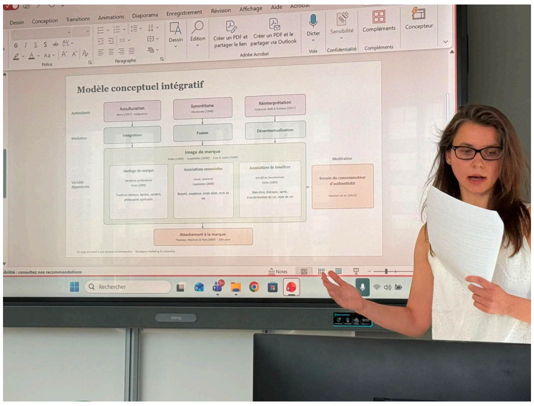


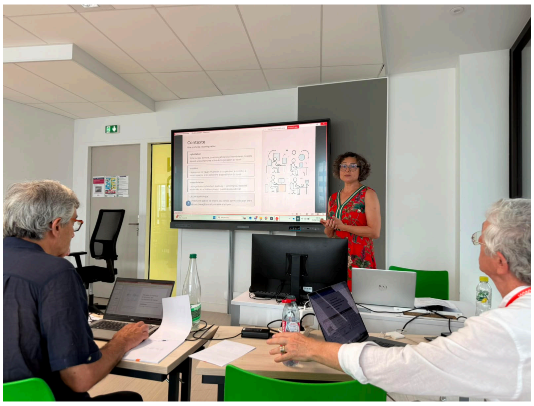
The market for doctoral programmes in management is in a state of confusion: DBA, Executive PhD, traditional doctorate... Labels are multiplying, becoming blurred and opening the door to programmes lacking academic rigour, warn **Jean-Pierre Helfer**, Professor Emeritus at IAE-Sorbonne Business School, and **Michel Kalika**, President of the Business Science Institute. At a time when Parliament is addressing the issue of the evaluation of private institutions, and shortly after the first European Doctorate Day, the conclusion is clear: doctoral studies in the specific field of management now need to be clarified. The current confusion is harmful to doctoral candidates, higher education institutions and, more broadly, employers.

Read the opinion piece ➜

Reminder: Business Science Institute - ICD Business School Doctoral Conference, 23 June 2026

The first Business Science Institute - ICD Business School doctoral conference, on the theme “Organisations in Transition: Actors, Practices and Issues in Management Sciences”, was held on 23 June on the IGENSIA Nanterre campus, with more than 40 participants attending both on site and online. Over the course of the day, doctoral candidates from both institutions, alumni and faculty members from four continents presented and discussed their work in French or English before an academic panel, which provided constructive recommendations for improvement, as well as taking questions from the audience. This first conference was a real success, with a wide diversity of themes reflecting the issues currently facing organisations. The event will be held again next year, reflecting the strength of our collaboration and the momentum behind our shared initiatives.





Élucidations Managériales Project

ÉLUCIDATIONS managériales

Management is often criticised, and sometimes even rejected, when it fails to deliver the expected results. This is often because it is poorly understood, poorly applied, or both.

By publishing one or two short texts each week examining management from different perspectives, this project aims to show how management can help us better navigate the collective transformations facing us in a world undergoing profound change. Executive DBA doctoral candidates and Doctors, as well as the professors supervising their work, are invited to contribute to the project, indicating their connection with the Business Science Institute.

Articles should shed light on a managerial question or puzzle, using examples to support the argument. They should avoid the usual academic apparatus, although they may of course include a few references to relevant work where appropriate.
The texts are deliberately short, between 5,000 and 12,000 characters, and should be written in a direct, example-based style.
Accepted articles are distributed simultaneously through three channels in order to increase their impact.

For further information or to submit texts:
christophe.deshayes@ecole.org
or
michel.berry@ecole.org

Blog ➜

LinkedIn Newsletter ➜

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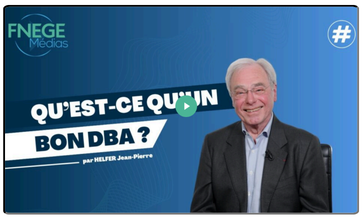
Videos



Jean-Pierre Helfer “What Makes a Good DBA?”
A good DBA has several defining characteristics. First, it requires a diverse pool of potential thesis supervisors who are appropriately qualified and particularly committed to connecting theory and practice. The programme must also provide regular, sustained support for doctoral candidates, since the DBA journey is highly individual and can at times feel rather solitary.In addition, because DBA candidates are experienced professionals, they have not necessarily followed the academic path that leads to analysing a body of literature and defining research questions. Courses and

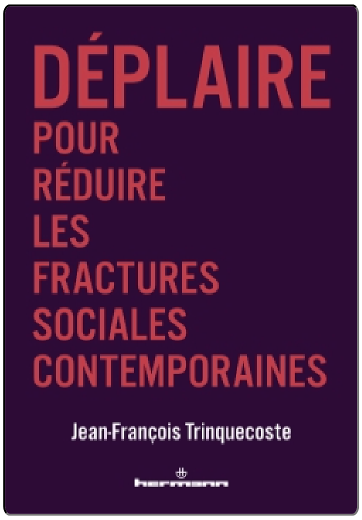
seminars must therefore introduce them to the practices of research.

Watch the video ➜

Jean-Pierre Helfer PhD or DBA: which should you choose?”
The PhD and the DBA share certain features, but they also differ in important ways. This is why choosing between the two doctoral pathways is not always straightforward. They are similar in that both offer candidates a long, demanding and sometimes uncertain individual journey, culminating in a public defence before an examination panel. Both doctorates require a high level of rigour, with the panel members attesting to the quality of the work through the defence process. The main differences lie in the opportunities that each doctorate opens up afterwards. The choice depends on the future doctoral candidate’s goals. If they wish to pursue a career as an academic, the PhD is the appropriate route. If, on the other hand, they are an experienced professional seeking to take a significant step forward in their professional life, the DBA is the right choice.

Watch the video ➜

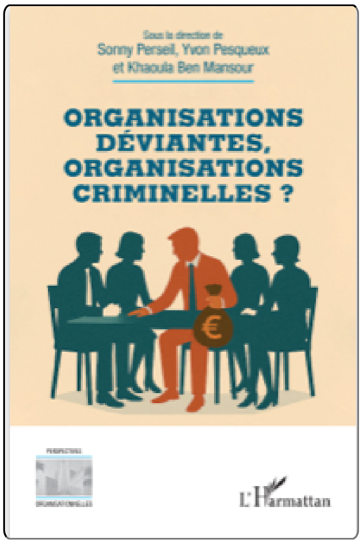
Books



Trinquecoste J.-F. (2026). *Déplaire pour réduire les fractures sociales contemporaines.* [Displeasing to Reduce Contemporary Social Divides]. Hermann, 150 p.
In most Western countries, contemporary societies are marked by a number of social divides. Driven by centrifugal forces, they are becoming fragmented and dispersed, making national unity more uncertain and political life more unstable. In this book, Jean-François Trinquecoste approaches these societies and

their divisions as the result of a convergence of interacting developments. He analyses, in turn, the influence of postmodernity since the 1970s, liberalism and capitalism in their current form, the fragmentation of the social body into separate "islands", the impact of individualism, the contrasting effects of social media, and finally the growing role of emotion in individual and collective life. In French, the initials of these phenomena form the acronym P.L.A.I.R.E., which also evokes the verb plaire, meaning "to please". On the basis of a diagnosis assessing how each of these features contributes to the current state of our societies, the author sets out eleven recommendations which he believes could help reduce the divides brought to light by this convergence. Hence the project of déplaire, literally "to displease", announced in the title: a deliberate attempt to challenge P.L.A.I.R.E. in the hope of restoring greater collective cohesion and unity…

Learn more ➜



Perseil, S., **Pesqueux, Y.**, & Mansour, K. B. (2026). *Organisations déviantes, organisations criminelles ?* [Deviant Organisations, Criminal Organisations?]. L'Harmattan.
Beyond problematic individual behaviour, including offences and crimes, it is now essential to study the structures that may encourage, and sometimes even institutionalise, deviance. What is a deviant organisation? How does an organisation become deviant, and can it develop into a criminal form? The research presented here offers some answers, drawing on theories and/or fieldwork in France and internationally. These studies, which address sensitive subjects, are deliberately interdisciplinary, spanning management sciences, political science, sociology, psychology and social anthropology. By examining high-impact, and sometimes highly topical, issues such as money laundering, white-collar crime, currency trafficking, cybercrime,

whistleblowers, art in prison and deviance in higher education, the authors ultimately draw on the conceptual foundations of criminology as a disciplinary crossroads linking law with the other fields of knowledge that inform this book...

Learn more ➜

EFMD-FNEGE Award for Best Management Book - Higher Education Textbook Category

Niculescu, M., & **Burlaud, A.** (2025). *Durabilité & RSE. Analyse et audit de durabilité.* [Sustainability and CSR: Sustainability Analysis and Audit].

This book addresses major issues arising in particular from recent European regulation on sustainable finance and sustainability reporting, while also tracing the progress made since the Club of Rome report on the limits to growth. It focuses on information transparency from the perspective of double materiality, the measurement and analysis of sustainability performance, and the role of audited sustainability reporting in strengthening trust and supporting the transformation of companies' business models. The need for information, awareness and training in sustainability is considerable. Many companies, mainly large organisations, as well as entities in their value chains, are now affected by the new sustainability reporting requirements. This information is intended to meet the needs of all company stakeholders, who will find in this book a clear and accessible guide to understanding the issues and implementing responsible practices. The book is aimed at a wide range of professionals, including executives and senior managers, chartered accountants, ESG analysts, financial analysts, rating agencies, lawyers and engineers, as well as management lecturers and students...

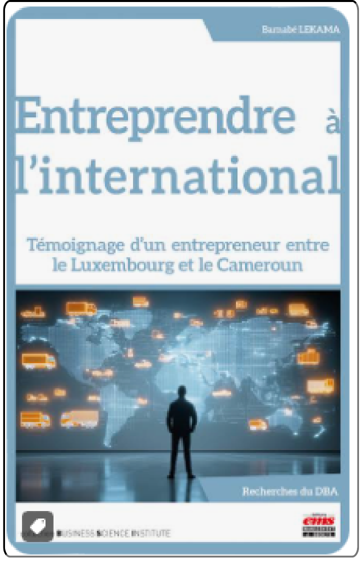
Learn more ➜

EFMD-FNEGE Award for Best Management Book - CSR Category

Barneto, **P.**, Dubocage, E., Girard-Guerraud, C., Rannou, Y., & Serret, V. (2025). Finance: Finance décarbonée pour une économie durable. [Finance: Decarbonised Finance for a Sustainable Economy]. Éditions EMS.
Finance and climate are now closely intertwined. In his closing speech at Climate Finance Day on 12 December 2017, Bruno Le Maire, former Minister of the Economy and Finance, made the point forcefully: "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 exist; it must serve the fight against climate change and the public interest". By incorporating carbon data into all the tools, models and concepts developed so far in finance, it may be possible to achieve the carbon neutrality by 2050 envisaged in the Paris Agreement. Carbon, as an identifiable and easily measurable data point, provides a way to assess the political choices and directions of a capitalism in transition...

Learn more ➜

Business Science Institute Collection



Lekama B. (2026). *Entreprendre à l'international : témoignage d'un entrepreneur entre le Luxembourg et le Cameroun.* [International Entrepreneurship: An Entrepreneur's Experience between Luxembourg and Cameroon]. Éditions EMS, Business Science Institute collection, 120 p.

This book addresses the questions facing executives and managers who are responsible for managing activities remotely and coordinating multicultural teams in a globalised environment. Based on doctoral research and an in-depth analysis of a real case, LGL Transport, an SME operating between Europe and Africa, it offers a practical and contextualised approach to intercultural management. How can geographical, cultural and organisational distance be turned into a driver of performance? How can teams spread across several continents be structured effectively? How can misunderstandings linked to cultural differences be reduced? How can activities be coordinated remotely while maintaining a high level of performance? How can digital tools be used to strengthen collaboration? And finally, how can cultural diversity become a source of innovation and competitiveness…?

Learn more ➜

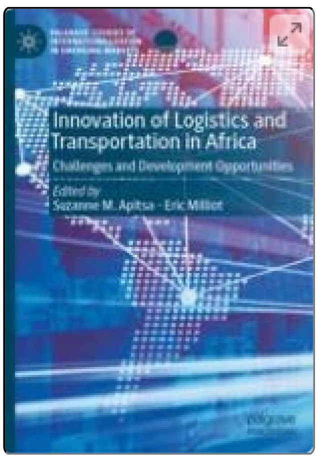
An entrepreneur of Cameroonian origin, **Barnabé Lekama** is CEO of the Lekama Group companies: LGL Transport, LISS Sarl, Terre d'Afrique and the Lekama Foundation. He is the current President of the African Chamber of Commerce of the Benelux region. Barnabé Lekama is committed to sustainable development and environmental protection. He is a board member of the Fondation Cœur Vert, whose aim is to help build Africa's Great Green Wall. He is also a board member of the international NGO Graines de Vie, which specialises in reforestation integrated into local communities. Passionate about literature, he published the poetry collection Sous les feux de nos rêves in 2014. He defended his Doctorate of Business

Administration in September 2023 on the topic "The Impact of European Management on the Performance of a Luxembourg SME Relocated to Africa: The Case of LGL Transport in Cameroon", under the supervision of Professor **Christophe Torset**.

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

En savoir plus ➜

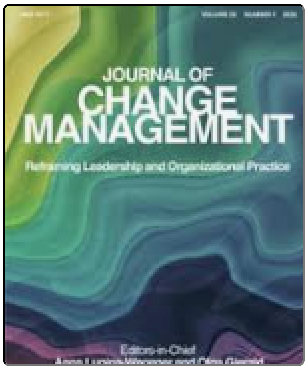
Faculty/Alumni : Scientific and Editorial News



Kamdem, E. (2026). "Business Climate and Entrepreneurship in Africa". In *Innovation of Logistics and Transportation in Africa: Challenges and Development Opportunities* (pp. 23-35). Cham: Springer Nature Switzerland.
With the aim of examining the impact of the business climate on entrepreneurial and logistical capacity building, this chapter looks at ways in which business ecosystems in Africa can be improved. Numerous studies have shown that

there is a strong link between a business-friendly environment and economic growth in African countries. Countries with the best business climates tend to achieve the highest levels of productivity, investment, wealth per capita, and entrepreneurial development. Improving the business climate requires action on several levels. Firstly, a strong commitment on the part of African governments to ensure continuous improvement of laws and regulations. Secondly, the streamlining of institutions and administrative processes. Third, increased public investment in infrastructure and human capital. Fourth, the adoption of clear and precise sectoral policies. This requires the involvement of a number of players, both public and private, national and international. To this end, it is essential to set up effective and constructive consultation frameworks. Three levers are essential for implementing reforms to improve the business climate in Africa: firstly, the establishment of a task force dedicated to rapid reforms; secondly, the extensive dematerialization of administrative procedures; thirdly, the widespread use of one-stop shops. These levers are essential to ensure the best working conditions for companies in Africa, particularly in terms of transport and logistics.

Learn more ➜



Pfranger, M., & **Mayrhofer, U.** (2026). Digitalization and internationalization: a case study of a Swiss bank expanding into Brazil and South Africa. *Journal of Change Management*, 1-21.

Digital technologies transform internationalization strategies of multinationals and lead to significant changes in their organizational processes. In this paper, we investigate the digitalization of service multinationals in emerging markets, which present new business opportunities but also high risks due to fast-changing economic, institutional and political environments. Our aim is to identify key drivers and barriers to *digitalization that are perceived by service multinationals expanding into emerging markets. We built a single case study of a Swiss bank developing wealth management services in Brazil and South Africa. Our findings show external and internal drivers and barriers to digitalization in fast-changing markets. We provide novel insights into the debate on digitalization and the internationalization of service multinationals...*

Learn more ➜

16th Atlas AFMI Conference

Lattauer, P. & **Mayrhofer, U.** (2026). “Cultural Differences and CSR Policies: A Case Study of a Swiss SME Selling Eco-Friendly Products”, *16th Atlas AFMI Conference* (Association Francophone de Management International), IAE Clermont Auvergne, Université Clermont Auvergne and Clermont School of Business, 18-20 May 2026. This paper has been selected for inclusion in the conference edited volume, to be published by Éditions EMS.

During the awards ceremony held as part of the 16th Atlas AFMI Conference at IAE Clermont Auvergne, Professors **Anne Bartel-Radic** and **Emmanuel Kamdem** were recognised for their outstanding contribution to the journal Management International between 2010 and 2026, having completed the highest number of article reviews.

Campus Life

Executive DBA in Health, Innovation, AI and Environment in Shanghai

As part of its international development, the Business Science Institute Executive DBA, in partnership with Université Paris-Saclay, has just launched its first cohort in Shanghai. A look back in pictures at the opening ceremony and the Thematic Paradigms I seminar for doctoral candidates in DBA Paris-Saclay Shanghai Cohort 1, led by Professors **Jean-Philippe Denis, Pascal Corbel**, **Amélie Clauzel**, **Thomas Renault** and **Christophe Benavent.**

Admissions

- DBA Beyrouth, 24 September 2026 (English)

- DBA Frankfurt/Munich, 30 September 2026 (German)
- DBA Double-degree Université Paris Saclay, 3 December 2026 (French)
- DBA Sustainable Innovation Management – Double-degree ICN, 13 January 2027 (English)
- DBA Chartered Accounting, 14 January 2027 (French) DBA Paris, 14 January 2027 (French and English),
- DBA Online (French, English, Spanish, German) each 1st of the month.

View the calendar of upcoming DBA intakes, available face-to-face or 100% online, for 2026.

Find out more ➜

Agenda for July 2026

- **2, 3 & 4 July 2026**, July 2026, follow up seminar for 2nd, 3rd and 4th Year doctoral participants.

Alumni

Awards

The 2026 Award for Best DBA Thesis in International Management, presented by Atlas-AFMI (Association Francophone de Management International), has been awarded to **Yoann Sapanel**.

Dr **Yoann Sapanel** (English Online DBA Cohort 2, 2025) specialises in the interface between the economics of healthcare systems and medical technology innovation. As Director of Health Innovation at the Institute for Digital Medicine (WisDM), National University of Singapore, he accelerates cross-industry collaborations aimed at validating, implementing and scaling innovative digital technologies in clinical settings. His consulting experience includes work with leading companies such as

PricewaterhouseCoopers, Blue Ocean Strategy, Medtronic and MetLife. He defended his Executive Doctorate of Business Administration (EDBA) in October 2025 on the topic “The Economic Value Drivers of Digital Therapeutics”, under the supervision of Professor **Martin Cloutier**, Université du Québec à Montréal, Canada.

Publications

Bruns R. (2026). *The Promotion That Changed Everything: A Business Fable for Defeating Imposter Syndrome with Positive Psychology*.
This book is a cumulation of her research and her 20+ years spent in corporate America where she herself struggled with imposter syndrome.

Learn more ➜

Dr **Renée Bruns** (English Online DBA Cohort 1, 2025) is a former executive in the commercial and property and casualty insurance sector in the United States. She began her career in customer service and operations before moving on to lead large teams across the United States. In this role, she discovered a passion for personal development and now works as a consultant in this field. She defended her Executive Doctorate of Business Administration (EDBA) in October 2025 on the topic “The Impacts of Coaching and Positive Psychology on Imposter Syndrome in the Workplace” (French title: Les impacts du coaching et de la psychologie positive sur le syndrome de l’imposteur au travail), under the supervision of Professor **Jean-Luc Cerdin**, Professor at ESSEC Business School, France.

Kamara, L. (2026). The Impact of Sustainable Responsible Investment on the Environmental and Financial Performance of Listed companies (in the context of European Regulatory Framework). *Engaged Management ReView*, 9(2), 2.

Although socially responsible investment (SRI) first emerged in the United States in the 1970s, its influence is now global and booming. The most striking illustration is the increase of signatories to the United Nations Principles for Responsible Investment (PRIs): The number of signatories surged from around 100 in 2006 to more than 5,000 in 2025 (Peillex & Comyns, 2020), confirming that SRI is now central to investment strategies. The landscape of environmental, social, and governance (ESG) investment has seen the emergence of new stakeholders, including data providers. However, persistent limitations regarding data transparency, accessibility, and comparability have prevented investors from adequately assessing the relevance of their investment allocations for ESG purposes…

Read the article ➜

Dr and Associate Researcher **Leïla Kamara** (Paris Cohort 6, 2024) has been contributing to the financial industry since 2006 in France and Luxembourg. For fourteen years, she supported international asset management companies in their outsourced activities, including fund administration, custody and depositary services. She then spent six years advising senior executives in major banking groups on transformation, management and regulatory compliance projects. In 2021, she began her DBA project on socially responsible investment, combining her interest in environmental issues with her experience in asset management. Her thesis on responsible investment and its impact on environmental and financial performance, supervised by Professor **Mehdi Nekhili**, received the 2024 Managerial Impact Award. She now continues her relationship management activities in alternative investment, as well as her research on responsible investment through her firm, Kamara Advisory.

Join the Business Science Institute Alumni Community

The Business Science Institute Alumni LinkedIn page continues to grow, and we would be delighted to see you become a member. Our graduates publish books and articles in international journals, launch initiatives, carry out fieldwork and contribute to the transformation of organisations around the world. The page highlights these achievements while creating a space for exchange between manager-researchers. We now have 132 members out of 243 graduates to date, and we are keen to strengthen this international community. If you have not yet done so, we invite you to join the BSI Alumni group on LinkedIn and take part in the discussions.

For any questions, please contact Stephen Platt, Alumni Relations Coordinator:
stephen@business-science-institute.com

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Business Science Institute Alumni Group. ➜

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