



Activity Report

Business Science Institute

2021



**BUSINESS
SCIENCE
INSTITUTE**



ASSOCIATION
OF
AMBA



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Foreword by Prof. Michel KALIKA

This first activity report is, as customary, a review of the past year. However, as this is the first of what we hope will be a long series, it is appropriate to include some background on the institution and its founding elements.

The idea to create Business Science Institute came from both a deliberate strategy and a long-standing conviction. The deliberate strategy involved responding to a recurring call from managers with MBA qualifications to pursue doctoral studies in a context where traditional doctorates were adapted neither to their expectations nor to the constraints of their professional activities.

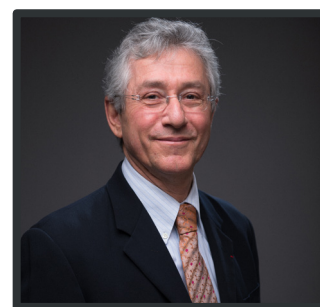
The long-standing conviction was formulated as early as 2000 in an article published in the *Revue Française de Gestion* with the statement «Le management est mort vive le e-management» [1] (Management is dead. Long live e-management). It was on this basis that Business Science Institute was founded in 2012, as an international networked academic organisation with the sole aim of delivering a true high quality Executive Doctorate in Business Administration for managers wishing to make an impact.

Business Science Institute can be summarised through the following seven key elements:

- **An academic organisation**, because in a doctoral programme, the most important resource is the faculty, namely professors specialised in management sciences, who will advise managers joining the programme with a clear idea of their research topic.
- **International**, in line with the demands of managers who expect a programme to be deployed internationally, both face-to-face and remotely.
- **Networked and agile**, because the faculty resources needed to meet the expectations of geographically dispersed practitioners cannot be limited to the perimeter of a traditional organisation. The same applies to the support team, which must be responsive.
- **A bona fide DBA** designed for managers who want to take a step back from their practice and produce knowledge, and not just a conventional PhD that trains full-time academics, as is made clear by the Equal report [2].
- **High quality**, because in order to sustain a doctoral project, the quality of the programme is imperative. This is why, from the outset, Business Science Institute's Executive DBA has forged partnerships with renowned institutions [3] and aimed for international accreditation standards and recognition [4].
- **Producing impact**, because the DBA is more than just a doctoral degree. It is a specific course of study with the objective of creating managerial and societal impact.
- **Commitment to Society**, with a deep focus on issues related to its three values, namely: ethics and responsibility, sustainability, and diversity [5].

Today, Business Science Institute is the only networked international academic organisation focusing on a single accredited and internationally recognised DBA programme. The taught components are delivered in English, French and German; face-to-face in ten cities (Geneva, Paris, Douala, Shanghai, Bangkok, Dakar, Frankfurt, Bamako, Abidjan, Luxembourg, ...) and by distance learning.

With more than 200 doctoral students from 46 different countries, over 100 professors, 108 graduates, a collection of 37 books written by its professors and doctors, Business Science Institute has become a reference in the field of DBAs internationally.



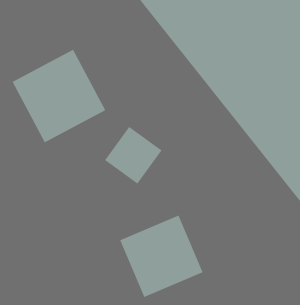
[1] RFG, n°129 - <https://hal.archives-ouvertes.fr/hal-00160498>

[2] https://equal.network/wp-content/uploads/2016/09/EQUAL_Guidelines_Doctoral_201606.pdf

[3] iaelyon School of Management, Excelia.

[4] Since December 2020, the Business Science Institute Executive DBA is [AMBA](#) accredited, ranked 4th overall in the International [Dubai Ranking of DBAs](#) and 2nd for innovation.

[5] Business Science Institute is a signatory of the [United Nations PRME](#), a member of [EDBAC](#) and partner of [l'IRAFPA](#).



1. The Business Science Institute at a glance



1.1. History of the Institution

Business Science Institute is an institution that has been delivering an Executive Doctorate in Business Administration since 2013. Its development can be explained by a distinctive history, supported by a framework of cardinal values, and an agile and shared governance model.

1.1.1. The origins

Business Science Institute was set up in 2012 by a small group of senior French academics who wanted to offer experienced business practitioners from across the globe access to a flexible, high-quality doctoral programme of study. The first cohorts were launched in the following year (2013) in Geneva, North America and Tunisia.

” Many managers and executives who have an MBA (Master of Business Administration) later get back in touch with their professors to ask about the possibility of preparing a Doctoral thesis. But the current organisation of Doctoral Schools doesn't make it easy for this category of individual to obtain a thesis normally destined for younger students who are able to spend 3 or 4 whole years of their lives on it, for example within the scope of a funded CIFRE contract. A manager who is 30, 40 or 50 years old and who still wants to progress will find it extremely difficult to fit into a PhD study model, for which the standards are increasingly academic. Even if they are determined to succeed, they are not certain to pass. In 2008, I therefore created an Executive DBA programme at the University of Paris Dauphine specifically for these managers. For personal reasons, I now wish to create a structure that is independent from a university organisation in order to develop a DBA concept. International professors from numerous universities and management schools will be able to collaborate with this Institution, which I will call the Business Science Institute. The organisation and management of the Institute will be very flexible. I intend to use the full range of options offered by New Technologies to support the project.

Prof. Michel Kalika - Semester 1, 2012

1.1.2. Three key periods in the development of the institution

PERIOD 1: From the idea to creating the network - 2012

This period begins with the creation of an institutional website, from the outset available in French and English. An initial group of 35 professors is then associated with the project, in September 2012. The first newsletter appears in December of the same year, and the hundredth will be published in January 2022! In January 2013, three pilot groups were launched in Geneva, North America and Tunisia.

PERIOD 3: Going global - Since 2016

The launch of the Digital DBA in 2017 marks the international rise of Business Science Institute and takes the institution into another dimension. To accompany this development, a quality and accreditation manager was recruited and joined the support team. Several cohorts were opened in succession: in Bangkok (in 2019), Abidjan, Frankfurt and Shanghai (in 2020). The programme is now offered in three languages: English, German and French.

PERIOD 2: Institutionalising the network - 2013-2016

The second period marks the institutionalisation of the programme. The installation of Business Science Institute in 2013 at Wiltz Castle materialised an agreement with the Ministry of Education in Luxembourg. At the end of the same year, a partnership was signed with the Business School of the University of Technology, Sydney (UTS) for the delivery of a Certificate of Research in Business Administration (CRBA), to guarantee and formalise the progressive nature of the course. The institutionalisation began to take further shape through the development of a denser partnership network, first with the iaelyon School of Management, for the delivery of a double DBA qualification in 2014, then with the Sphinx group from 2015. The same year, Business Science Institute's book collection with EMS éditions was launched. The founding book of the collection was 'La Création de Connaissance par les Managers'. Since then, the collection has grown to 37 titles, in 3 languages, written by professors who clarify what a DBA is and by Doctors in Business Administration who disseminate the impact of their research. After the opening of the Luxembourg and Dakar cohorts in 2014, 2016 was the year of the first cohort in Paris, but also of the creation of a Digital DBA, taught in English, and delivered at the time in partnership with SKEMA, to be launched in 2017. The Château de Wiltz (Luxembourg), which will become an emblematic venue, hosts the institution's first graduation ceremony in September 2016.

1.2. Mission, Vision and Values of the Institution

Business Science Institute has developed a mission to achieve its vision, and is committed to remaining aligned with its three core values of ethics and responsibility, sustainability, and diversity.

1.2.1. Our mission

We make it possible for a diverse range of experienced managers from across the globe to access a doctoral degree programme taught and supervised by outstanding faculty for lasting personal and professional development and impact.

1.2.2. Our vision

To be one of the main relevant international actors specialized in the specific field of DBA education, focusing on practice-oriented research & the creation of impact by new Doctors in Business Administration and a network of professors.

1.2.3. Our values

Ethics and responsibility

The belief at Business Science Institute is that a 'bottom-up' approach is preferable (because ethical and responsible) through the co-construction of knowledge with practitioners who become the source of this knowledge based on their actual managerial practice. Accordingly, we are very vigilant about plagiarism, and we create the conditions for transformative research, grounded in its context, which can then be disseminated to other managers with a view to transferring the knowledge produced. This is also reflected in a commitment to obtaining specific certifications, the latest of which is the IRAFPA certification.

Sustainability

Business Science Institute has been a signatory of PRME since May 2018. Within the specific context of DBA participants as experienced and/or expert practitioners, the Institution also has a clear understanding of its role in addressing the 17 United Nations Sustainable Development Goals as part of the PRME agenda.



Finally, electronic and digital communication between professors and participants is preferred for both seminars and individual instruction.



Diversity

Participants and professors represent more than 50 different nationalities. The faculty mix is sufficiently broad and balanced to meet the requirements for supervision of an equally diverse and balanced participant base. The connections of Business Science Institute across international academia means it will continue to be able to meet new requirements as and when they arrive. Diversity is encouraged through offering three languages of instruction in French, English and German. The institution also encourages a wide variety of formats of thesis, research questions and methodologies. The institution also encourages a wide variety of formats of thesis, research questions and methodologies. Diversity also means plurality of epistemological postures, research topics and methodologies.



1.3. Governance

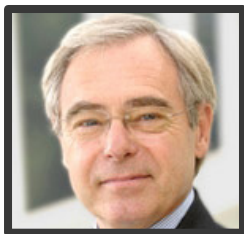
The governance of Business Science Institute is shared among three bodies: the Academic Steering Committee, the Strategic Impact Committee, and through operational academic management.

1.3.1. Academic Steering Committee

At the end of December 2021, the committee discussed the question of sustainability within the programme.

”

The Academic Steering Committee met 4 times in 2021 with discussions focusing, as specifically provided for in its role, on the recruitment of new professors and on revisions to the DBA programme syllabus as well as to the pedagogical methods used during the health crisis. More specifically, the Academic Steering Committee was called upon to give its opinion on the EFMD accreditation project, the organisation of the International Week, the graduation ceremony, the managerial impact prize and the decision to award the title of honorary doctor of Business Science Institute. Similarly, the plan to hold an impact seminar in spring 2022 was approved by the committee. The committee welcomed the positive evolution of the DBA in the development of the number of students, in the ever-improving quality of the theses defended and in the increase in the number of publications labelled Business Science Institute.



Prof. Jean-Pierre Helfer, Chair of the Academic Steering Committee



MITEV Nathalie



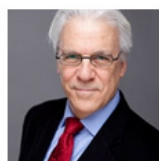
GOUDARZI Kiane



MOUREY Damien



BARTEL RADIC
Anne



BEAULIEU Paul



CHALUS-SAUVANNET
Marie-Christine



CHEVALIER Françoise



<https://www.business-science-institute.com/institution/conseil-academique/>

1.3.2. Strategic Impact Committee

Business Science Institute has also appointed a Strategic Impact Committee. This committee advises the President of Business Science Institute on the strategic impact of the Executive DBA programme. It is composed of the following members:

Laurent Faibis, Founder and Managing Director Xerfi Canal, France.

Alice Guilhon, Dean SKEMA Business School, France and President of the French Federation for Business and Management Schools (CGE).

Florence Legros, Dean ICN Business School, France, Full University Professor and former Chancellor.

Maurice Thevenet, ESSEC Business School, France and former Chairman of the FNEGE.

Alain Vas, Vice-rector University of Louvain, Belgium.

1.3.3. Academic Coordinators

Our team of academic coordinators plays an essential role in the academic leadership structure of Business Science Institute. As senior academics, they have a key responsibility for the coordination of the taught components, as well as the supervision of the doctoral students.

Prof. Anne Bartel Radic: Luxembourg, Frankfurt & Online Executive DBA (German language)

Prof. Caroline Mothe: Geneva

Prof. Christophe Torset: Paris

Prof. Damien Mourey: Online Executive DBA (French language)

Prof. Emmanuel Kamdem: Douala

Prof. Kiane Goudarzi: Shanghai

Prof. Lars Meyer-Waarden: Bangkok

Prof. Mehdi Nekhili: Casablanca

Prof. Nathalie Mitev: Online Executive DBA (English language)

Prof. Pierre-Jean Benghozi & Prof. Fatou Diop Sall: Dakar

Prof. Sébastien Liarte: Abidjan

Prof. Yvon Pesqueux: Bamako



MOUREY Damien



TORSET
Christophe



BARTEL RADIC
Anne



KAMDEM
Emmanuel



MEYER-WAARDEN
LARS



GOUDARZI Kiane



PESQUEUX Yvon



BENGHOZI
Pierre-Jean



MOTHE Caroline



LIARTE Sébastien



MITEV Nathalie



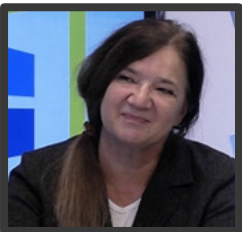
DIOP SAL Fatou



NEKHILI Mehdi

”

Online Executive DBA participants have access to the online course resources (videos, lecture slides, reading material) at their own pace, and are encouraged to interact with the professors for feedback, as well as with the academic coordinator to discuss their progress at regular intervals throughout their online learning experience. The academic coordinator helps them to develop their research proposals for the CRBA, identifies appropriate supervisors and liaises with them. The coordinator also organises group online sessions with the whole cohort, to discuss any problems that may arise and to provide an opportunity for participants to meet and exchange experiences. In agreement with the Online Executive DBA admin support team member, the academic coordinator checks the participants' monthly reports, answers their questions, follows up with e-mails and individual online meetings, and deals with any problems that may arise. The aim is to ensure that participants have the best possible learning environment and the support they need to complete their thesis successfully.



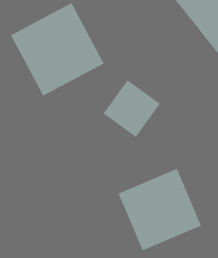
Prof. Nathalie Mitev

It is a heavy responsibility and a noble undertaking to spend some time with doctoral students from the four corners of the earth and to contribute, however modestly, to the shaping of the research project that will accompany them during their years at Business Science Institute. As the academic coordinator for the French language online DBA programme, I guide each doctoral student in the various choices they have to make during the first year of their thesis work, particularly in terms of defining their topic, problematizing their work, the courses they take and the choice of a thesis supervisor. I maintain a constructive and benevolent dialogue with each of them, with the aim of answering their many questions and mobilising the many resources available at Business Science Institute to help them progress in their thesis studies. With each new meeting, I realise how lucky I am to lead this community of doctoral students and to share their motivation, their enthusiasm, their project and their passion to build something new.

”

Prof. Damien Mourey





2. The Executive DBA Programme



2.1. One programme, three languages, online or face-to-face

Business Science Institute today offers an Executive Doctorate in Business Administration, that is a single doctoral degree.

- This programme is delivered either **face-to-face** or by **distance learning**.
- In both cases, it involves five 3-day modules in the first phase, and three annual follow-up seminars in phases 2 and 3.
- The programme is taught in **three languages: French, English and German**, either face-to-face or at a distance.

Executive Doctorate in Business Administration	
Online <i>The World</i>	Face To Face <i>10 locations</i>
English	English - Asia, Europe
French	French - Africa, Europe
German	German - Europe

”

The Business Science Institute's doctoral training programme in Douala was launched in April 2018, at the partner institution, the Institut Supérieur de Management et de l'Entrepreneuriat (IME). This site currently hosts 3 cohorts of doctoral students. Cohort 4 is in the process of being set up with a view to starting the doctoral seminars at the beginning of 2022. This AMBA-accredited Business Science Institute doctoral programme, the first ever DBA in the country, has attracted strong market interest.



Prof. Emmanuel Kamdem

The China DBA opened in September 2020 in Shanghai. Over the past 18 months, 33 managers have enrolled in the DBA and started their doctoral studies. They have an average of 15 years of professional experience. DBAs are very important qualifications in China. In many organisations, it is a passport to the executive board.

Chinese organisations are facing the same types of challenges as our European organisations, particularly in terms of the digitalisation of the economy, but among the elements that seem specific to me, I note that Chinese organisations have to absorb very strong growth, the economy is switching to a service economy and the Chinese digital champions are moving very quickly in terms of business models involving data, digital technologies and artificial intelligence. China offers a particularly fertile ground for knowledge creation.

”

Prof. Kiane Goudarzi



2.2. Teaching and academic continuity at Business Science Institute during the pandemic

2021 was, just like 2020, the year of an unprecedented health crisis. The overall agility of Business Science Institute's operations has made it possible to bounce back extremely quickly and to ensure the academic and teaching continuity of all the courses, as well as the opening of new courses.

To do this, we switched all of our face-to-face groups to a distance learning format, without, however, abandoning the support and individualised dimension of our programme. By raising awareness, training and accompanying both our faculty and our doctoral students, we have been able to guarantee that the promise of Business Science Institute, which is to provide the full range of academic and technical conditions enabling a doctoral student to complete their doctoral journey, will be respected.

The health crisis was also an opportunity for Business Science Institute to learn collectively and to produce an academic analysis of the challenges posed. In this way, a group of professors came together spontaneously to propose a research project entitled "Turning crisis into opportunity". This is a continuation of the book "The impact of the crisis on management", published in October 2020. This book has a sequel, again with the support of professors and doctors from Business Science Institute, which is called "The lasting impacts of the crisis on management", launched at the beginning of 2021 and published at the end of the year, co-edited by professors Kalika and Beaulieu.



2.3. Partnerships

2.3.1. The partnership with iaelyon School of Management

Business Science Institute and iaelyon School of Management have been partners since 2014 in the joint development of the Doctorate in Business Administration (DBA) programme. This partnership marks the willingness of both institutions to work collaboratively while pooling faculty resources for the benefit of DBA participants. It makes it possible to award two qualifications to our graduates: the Doctorate in Business Administration from iaelyon School of Management, and the Executive Doctorate in Business Administration from Business Science Institute.



”

In practical terms, the DBA students at Business Science Institute are enrolled at iaelyon School of Management, which awards the DBA qualification, but beyond that, a genuine partnership has been developed over time. A dozen or so professors from iaelyon School of Management and the Magellan Research Centre are involved in teaching courses. They follow and supervise the DBA students in the completion of their thesis. The profiles of the

DBA students are a real added value because they combine international profiles, a high-quality professional background and develop, thanks to the programme, scientific expertise that is totally consistent with the DNA of our institution.



Prof. Marie-Christine Chalus-Sauvannet

2 April 2021: iaelyon graduation ceremony, 2020 thesis defences



<https://iae.univ-lyon3.fr/executive-dba-4>

2.3.2. International partnerships

In order to ensure the smooth running of its face-to-face programmes, Business Science Institute has established international partnerships with nationally and internationally recognised institutions. In 2021, this strategy will continue.

Partnership with CAMPC: Executive DBA face-to-face (French language) in the Ivory Coast.

The African Centre for Management and Executive Development (CAMPC) is an inter-state institution (Benin, Burkina Faso, Ivory Coast, Gabon, Niger, Togo). Its head office is in Abidjan, in the Ivory Coast. For the past seven years, CAMPC has organised an average of 40 seminars per year for more than 800 participants, developed the skills of some 50 managers and executives and graduated at least 100 students from its Long Work-study Programmes (LWPs). In forty-six years of activity, CAMPC has trained more than 30,000 African executives from some twenty countries. Business Science Institute's face-to-face Executive DBA programme in French is organised in the Ivory Coast, in partnership with CAMPC.



The signing of the agreement with Business Science Institute for the delivery of the Executive DBA marked a decisive and historic turning point in the programme reforms undertaken since 2018 at the African Centre for Management and Executive Development (CAMPC). Indeed, this is the first time that CAMPC has signed a partnership with an internationally renowned institution for the doctoral training of senior managers.



Prof. Joseph Kaudjhis



<https://www.campc.net/>

Partnership with ISPRIC: Executive DBA face-to-face (French language) in Mali.

The Institute of Political Sciences, International Relations and Communications (ISPRIC) is a private higher education institution that is part of the GAKOU School and University Complex. A member of the International Network of Private Higher Education Institutions-CAMES (RIDEPEPES-CAMES), ISPRIC attracts students from the Ivory Coast, Senegal, Niger, Chad, Burkina Faso, Gabon, Cameroon etc. The institution is specialised in "training leaders who provide solutions and innovations for the benefit of our public and private organisations, in a quest for excellence".



<https://ispric.com/>

Partnership with IME Douala: Executive DBA face-to-face (French language) in Cameroon.



Founded in 2009, IME was born out of the vision of a businessman and a university professor, and is now ranked among the top 10 university institutes in Cameroon. The institution delivers several international programmes and organises a number of decentralised programmes. Business Science Institute's French face-to-face DBA programme is organised in partnership with the IME in Douala. The programme is coordinated by an academic coordinator from Business Science Institute, Prof. Emmanuel Kamdem.

<https://ime-school.com/>



Partnerships signed in 2021

Partnership with ISGA: Executive DBA face-to-face (French language) in Morocco.

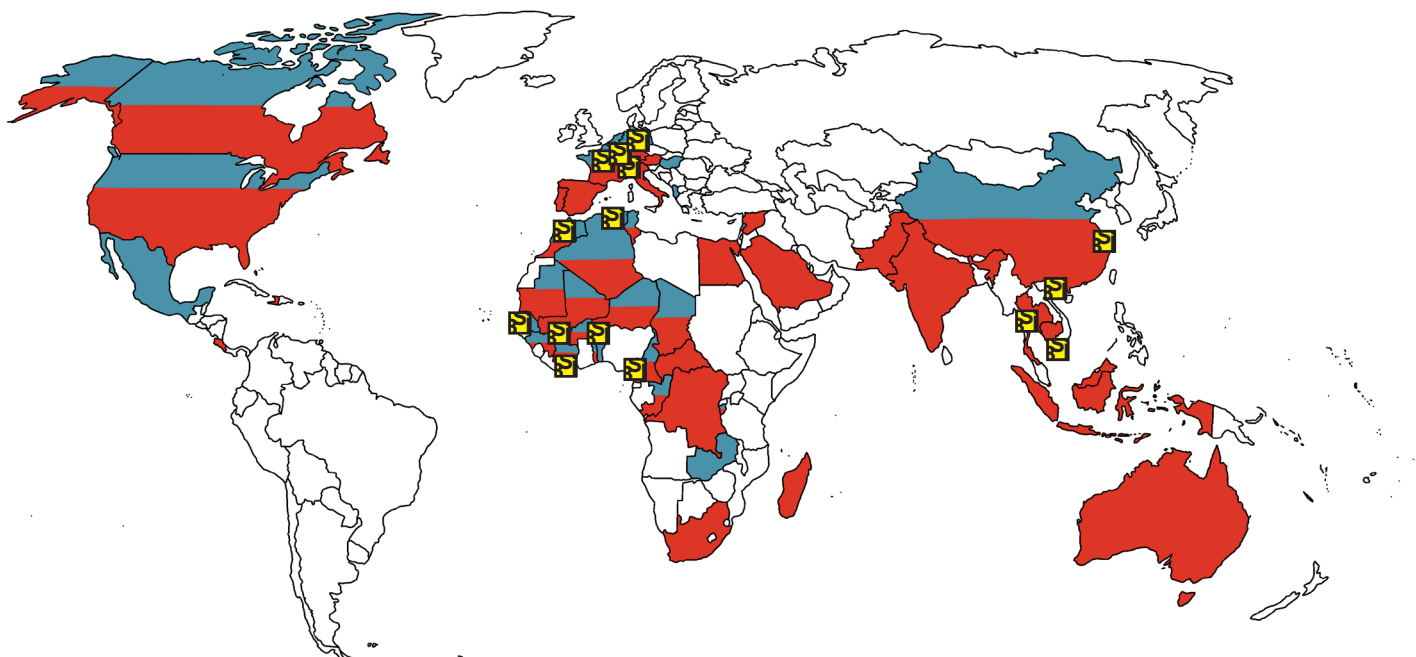
Founded in 1981, the ISGA Group is present in the major cities of Morocco, namely Casablanca, Rabat, Marrakech and Fez. ISGA has a network of 15,500 graduates already employed in the world of practice and more than a thousand partner companies that have already employed ISGA graduates.



<https://isga.ma/>

2.4. Nationality of doctors/doctoral students and presence of face-to-face cohorts

Doctors at the Business Science Institute represent 31 different nationalities. This figure rises to 45 for doctoral students. If we add the two together, the institution's doctors and doctoral students represent 51 different nationalities in total. In addition to the remote study cohorts, some fifteen face-to-face cohorts are open throughout the world.



Doctors

Albania, Algeria, Belgium, Burkina Faso, Burundi, Benin, Cameroon, Canada, Chad, China, Congo, Ivory Coast, France, Germany, Guinea, Hungary, Lebanon, Luxembourg, Mali, Mauritania, Mexico, Morocco, Netherlands, Niger, Singapore, Switzerland, Senegal, Togo, Tunisia, Zambia, USA.



Doctoral students

Algeria, Australia, Austria, Belgium, Burkina Faso, Burundi, Benin, Cambodia, Cameroon, Canada, Chad, China, Congo, Costa Rica, Côte d'Ivoire, Central African Republic, France, Germany, Guinea, Haiti, India, Indonesia, Italy, Lebanon, Luxembourg, Madagascar, Malaysia, Mali, Mauritania, Morocco, Niger, Pakistan, Portugal, Saudi Arabia, Singapore, South Africa, Spain, Switzerland, Syria, Senegal, Thailand, Tunisia, United States.

Number of students
232 doctoral students enrolled in 2021

Percentage face-to-face
65%

Percentage remote
35%

Percentage by language

 **50%**

 **37%**

 **13%**

2.5. Thesis and CRBA presentations in 2021

2021 saw 28 doctoral students successfully defend their DBA thesis. 14 doctoral students from Business Science Institute also successfully defended their Certificate of Research in Business Administration. Later in the year, in November, 51 CRBAs were also presented.

DBA Theses

During the International Week, 28 DBA theses were defended, made possible by the active participation and commitment of 65 Business Science Institute faculty as members of the various examination panels.

Philippe Anhorn, supervised by **Prof. Véronique Zardet**, Le partenariat de soins : une évidence écosystémique / le cas du Réseau Santé Région Lausanne (RSRL).

Eustache Akpane, supervised by **Prof. Julien Husson**, Management des projets de développement en Côte : d'Ivoire coordination des parties prenantes et absorption.

Al Hamndou Dorsouma, supervised by **Prof. Michel Bouchard**, Conflit armé et développement durable en Afrique : Rôle de l'intelligence environnementale (Situation de la Côte d'Ivoire).

Alexander Elati, supervised by **Prof. Olivier Lavastre**, Amélioration du processus de réponse aux appels d'offres par l'application de méthodes de gestion de projet : Cas des appels d'offres publics sur les équipements médicaux.

Jean Elia, supervised by **Prof. Maurice Thévenet**, Leadership of Digital Transformation. The case of CEOs in the banking industry.

Marcel-André Friedrich, supervised by **Prof. André Reuter**, Chancen und Risiken einer multi-channel-vermarktung in zwei und dreistufigen Vertriebskanälen.

Vivien Garnès, supervised by **Prof. Kiane Goudarzi**, Return on Influencer Marketing Investment.

Claude Gentile, supervised by **Prof. Caroline Mothe**, La résilience de l'entrepreneur(e) / Recherche exploratoire dans le secteur numérique suisse.

Frank Jacob, supervised by **Prof. Thomas Gergen**, Religious Intercultural Management and the Value of Human Capital and a Global Mindset: A Historical Case Study of the Jesuit Missions in Japan and Peru in the 16th and 17th Centuries.

Badih Kazma, supervised by **Prof. Marc Valax**, The impact of financial loss and distress on earning management practices - An Empirical study of Performance and Unethical Management Behaviors in Gulf Corporation Council (GCC) Listed Firms.

Mohamed Laye, supervised by **Prof. Boubacar Baidari**, Optimisation de la performance dans les grands projets d'infrastructures publiques : le cas AGEROUTE Sénégal.

Masialeti Masialeti, supervised by **Prof. Jean-Fabrice Lebraty**, An Empirical Study of Short Interval Control Tasks and Mobile Technology Fitness in an Underground Gold Mine.

Gyula Nagy, supervised by **Prof. Isabelle Walsh**, Investigating the Managerial Blurring of Employee Goals.

Paul Omandji Lokondé, supervised by **Prof. Christophe Schmitt**, Représentations entrepreneuriales des jeunes diplômés des universités congolaises : compréhension par les récits de vie.

Ziegnoungo dit Vali Ouattara, supervised by **Prof. Pierre-Jean Benghozi**, Les enjeux de la certification ISO 9001 et le faible engagement des entreprises ivoiriennes.

Ethmane Oumar, supervised by **Prof. Sébastien Liarte**, Les difficultés des projets industriels privés au sein d'un milieu d'affaires : approche par la confrontation des logiques institutionnelles des fonctionnaires publics et des entrepreneurs privés.

Julia Plüntsich, supervised by **Prof. Heiko Hansjosten**, Welche Faktoren bewegen Führungskräfte zur Wahl eines Arbeitgebers im ländlichen Raum?

Elmar Plüntsich, supervised by **Prof. Anne Bartel-Radic**, Wie wird Business Model Innovation in der Konsumgüterbranche umgesetzt?

Xiaolie Qi, supervised by **Prof. Nabila Boukef**, The influence of offline WOM and online WOM in social media on Chinese student customers' buying decision-making process.

BUSINESS SCIENCE INSTITUTE **ASSOCIATION AMBA Accredited** **eDBA Thesis Defense**
Executive Doctorate in Business Administration

Ziegnoungo dit Vali OUATTARA Sept. 28th

Les enjeux de la certification ISO 9001 et le faible engagement des entreprises ivoiriennes

Thesis Supervisor
Prof. Benghozi

eDBA jury
Prof. Hagen, President
Prof. Kamden
Prof. Pesqueux

business-science-institute.com #DBAiW2021

Lindita Sirri, supervised by **Prof. Denise Potosky**, The resilience of host country nationals (HCNs) in multicultural work contexts.

Robert Sojic, supervised by **Prof. Aurélie Dudézert**, Le dirigeant de Petite Entreprise face à la transformation digitale. Le cas du courtier d'assurance.

Oumar Soumare, supervised by **Prof. Ulrike Mayrhofer**, L'internationalisation régionale des sociétés agroindustrielles maliennes en Afrique : le cas du groupe Koba.

Martine Story, supervised by **Prof. Céline Barredy**, Enjeux et tensions au sein de la dyade repreneur-fonds d'investissement lors d'un transfert externe de PME.

Koudjokoum Jean Tchangai, supervised by **Prof. Gérard Hirigoyen**, Contribution à la connaissance du financement bancaire de la PME au Togo : le point de vue bancaire.

Eric Florentin Tchiengang Ngongang, supervised by **Prof. Yvon Pesqueux**, L'ambidextrie organisationnelle à l'épreuve d'un Pays du sud : Etude comparée d'entreprises exerçant dans trois (3) secteurs d'activité - banque, hôtellerie et BTP au Cameroun.

Mamadou Traoré, supervised by **Prof. Alain Burlaud**, Rôle de l'audit interne dans la gouvernance des organisations internationales. Cas du groupe ACP.

Cyril Vidal, supervised by **Profs. Jean-Philippe Denis and Damien Mourey**, L'incertitude managériale du notaire. Quel (re) positionnement stratégique adopter pour l'avenir ?

Michel Zinnkann, supervised by **Prof. Anne Bartel-Radic**, Einfluss von internen Faktoren auf die Vermarktung von Knowledge Intensive Business Services (KIBS).

CRBA

During the Business Science Institute International Week, 65 Certificates of Research in Business Administration were examined. This was made possible by the participation of 10 professors from Business Science Institute as members of examination panels and by the dedication of professors in the supervision of the theses.

Syed Ashar Ahmed, supervised by **Prof. Cécile Godé**, Success factors for adopting automation technologies.

Darren Mark Hassan, supervised by **Prof. Emmanuel Josserand**, Building Socially Sustainable organisations through Responsible Capitalism. Extending the triple bottom line approach by addressing the 'knowing-doing' gap(s) through clearly defined sustainability measures.

Mohamed Francis Luc Keita, supervised by **Prof. Emmanuel Kamdem**, Conception et mise en oeuvre d'un modèle intégrateur de financement de l'adaptation climatique au Mali : cas du fonds pour l'environnement mondial.

Jason Leong, supervised by **Prof. Frédéric Ponsignon**, A Mixed- Method Study in Assessing & Understanding Employee Engagement of Generation Z employees in China tool steel industry.

Abderrahim Moussaoui, supervised by **Prof. Marie-Christine Chalus-Sauvannet**, Développer une culture de la sécurité pour améliorer la Santé et la Sécurité, Cas d'une PME Industrielle au Maroc.

Christine YATES Sept. 27th

Managing good intentions while fulfilling stakeholder expectations: A Grounded Theory Study

Thesis Supervisor
Prof. Walsh

CRBA jury
Prof. Liarte
Prof. Godé

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Aubin MWANSA MUSEKA Sept. 27th

Les facteurs de réussite en affaires dans un environnement crise et hostile : regard croisé République démocratique du Congo - Guinée

Thesis Supervisor
Prof. Kamdem

CRBA jury
Prof. Laval
Prof. Benghozi

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Aubin Mwansa Museka, supervised by **Prof. Emmanuel Kamdem**, Les facteurs de réussite en affaires dans un environnement crise et hostile : regard croisé République démocratique du Congo - Guinée.

Roberto Sabatini, supervised by **Prof. Emmanuel Josserand**, Digital Transformation and Sustainable Development in the Air and Space Transport Sector / An Integrated Business Modelling Approach.

Vivek Sharma, supervised by **Prof. Aurélie Dudézert**, Stakeholder oriented project methodology to improve effectiveness of information system implementation.

Ledoux Tchuisseu Ngongang, supervised by **Prof. Emmanuel Kamdem**, Entrepreneuriat camerounais au Québec : défis et facteurs de réussite.

Mamadou Traoré, supervised by **Prof. Alain Burlaud**, La place du contrôle interne dans la gouvernance - L'audit interne doit-il avoir le soutien des organes de direction ? Etude de cas du groupe ACP.

Kiran Vukkadala, supervised by **Prof. Richard Calvi**, Determination of critical success factors for increasing sustainability within Oil and Gas industry: Focusing on value chains in logistic services.

Christine Yates, supervised by **Prof. Isabelle Walsh**, Managing good intentions while fulfilling stakeholder expectations: A Grounded Theory Study.

Muhammad Azam Zia, supervised by **Prof. Martin Cloutier**, Conceptualizations of the Impact of Project Management Methodologies on IT Projects in the Government Sector: A Mixed Methods-based Approach.

Sohail Ziauddin, supervised by **Prof. Mehdi Nekhili**, Greenfield Investment Drivers & Economic implication.

Stella Aguigah-Provost, supervised by **Prof. Ulrike Mayrhofer**, Les garanties internationales bancaires dans les échanges avec l'espace OHADA : questions de communication interculturelle.

Gilberte Amari, supervised by **Prof. Jean-Fabrice Lebraty**, Le management des organisations pendant les situations de crises armées : Cas du système éducatif de la République Centrafricaine.

Shereen Amos, supervised by **Prof. Caroline Mothe**, Recontextualising disruptive innovation: How innovation ecosystems emerge around a disruptive value proposition.

Jason LEONG Sept. 27th

A Mixed-Method Study in Assessing & Understanding Employee Engagement of Generation Z employees in China tool steel industry

Thesis Supervisor
Prof. Ponsignon

CRBA jury
Prof. Mitev
Prof. Elie-Dit-Cosaque

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Adib Ashkar, supervised by **Profs. Nathalie Mitev** and **Françoise Chevalier**, CHAOS on CHAOS : Evolving problems due to misrepresentation of entrepreneurs in their associations in Syria.

Rachid Baida, supervised by **Prof. Alejandro Romero-Torres**, Typologie des bureaux de projets (PMO) selon l'approche de développement du projet : agile vs waterfall vs Hybride.

Dimitri Barabas, supervised by **Prof. Heiko Hansjosten**, Kulturelle and Führungsbezogene Aspekte bei der Umsetzung von Lean Management eine Studie am Beispiel der deutschen Bahn AG.

Mohamed Ben Helal, supervised by **Prof. Christophe Fournier**, Les préoccupations environnementales, une négociation complexe à travers la RSE dans le secteur aérien : le cas de la société AIR France KLM.

Raphael Bolsinger, supervised by **Prof. Birgit Hagen**, Private Equity als Nachfolgeinstrument für mittelständische Unternehmen.

Karim Bouarfa, supervised by **Prof. Olivier Lavastre**, Organisation d'une fonction achats alignée sur la performance recherchée par le dirigeant de l'entreprise : le cas de la grande entreprise marocaine.

Florian Brodard, supervised by **Prof. Christian Defélix**, Quels sont les facteurs clés de succès de l'intégration de la génération Z dans les entreprises (PME) de Suisse romande ?

Ali Chaari, supervised by **Prof. Marie-Christine Chalus-Sauvannet**, The Entrepreneurial Ecosystem in Tunisia: gap toward Isenberg Model and areas for improvement.

Brice Chambard, supervised by **Prof. Marie-Christine Chalus-Sauvannet**, Les techniques d'optimisation du potentiel (TOP) et de la performance utilisées au sein des forces spéciales, vers une hybridation pour les leaders engagés dans le bien commun.

Monhamed Compaore, supervised by **Prof. Michel Kalika**, Démarche qualité et bonne gouvernance des entreprises d'assurance : cas de la zone CIMA.

Daocheng Cai, supervised by **Prof. Marc Valax**, Management Style Impact to Corporate Sustainable Growth Mediated by Organizational Capabilities - Empirical Research from China Property Service Industry.

Chuang Cui, supervised by **Dr. Prof. Marco Heimann**, Analysis on the Reasons and Successful Factors of China's Real Estate Asset-light Transformation.

Abdoul Karim Amadou Daouda, supervised by **Prof. Jessie Pallud**, Défis des petites et moyennes entreprises pour l'accès au financement bancaire à Niamey au Niger.

Yun Deng, supervised by **Dr. Prof. Marco Heimann**, A comparison of US and Chinese VC investment strategies during the COVID 19 crisis.

Sidy Dieye, supervised by **Prof. Marc Bonnet**, Quelle articulation d'une gouvernance et d'une stratégie pour améliorer la performance globale : cas de la Banque Islamique de Guinée ?

Jérôme Emler, supervised by **Prof. Thierry Burger-Helmchen**, HRO-Management und unerwartete Gefahren - Betrachtet aus der Perspektive des Unternehmensschutzes, verbunden mit dem Fokus auf personelle Ressourcen und die Entwicklung von der NHRO zur HRO.

Joseph Magloire Endaman, supervised by **Prof. Christophe Elie-Dit-Cosaque**, Transformation digitale et le changement dans la gestion des entreprises du secteur des services au Cameroun.

Ricky Fernando, supervised by **Prof. Bruno Amann**, Managing firm ownership and management in family business succession. The case of Chinese family business in Indonesia.

Soner Hewelt, supervised by **Prof. Anne Bartel-Radic**, Determinanten erfolgreicher Leitung von IT-Projekten innerhalb des deutschen Automobilsektors.

Markus Horschig, supervised by **Prof. Lars Meyer-Waarden**, Einfluss des Chief Technology Officer CTO auf den Unternehmenserfolg eines nicht forschenden Unternehmens.

Antoinette Kemp, supervised by **Prof. Pauline Fatien-Diochon**, The Role of Leadership in Cultural Transition - A Case Study in Company ABC.

Alimata Kone, supervised by **Prof. Sebastien Liarte**, L'économie circulaire et création de la valeur, cas des véhicules d'occasion dans le contexte ivoirien.

Kone Alimata, supervised by **Pr. Liarte Sebastien**, L'économie circulaire et création de la valeur, cas des véhicules d'occasion dans le contexte ivoirien.

Philip Lattauer, supervised by **Prof. Ulrike Mayrhofer**, Corporate Social Responsibility (CSR) in multinationalen kleinen- und mittleren Unternehmen (KMU).


Baranabe Lekama, supervised by **Prof. Christophe Torset**, L'impact du management à distance sur la performance d'une PME occidentale délocalisée en Afrique : cas de LGL Transport.

Weiping Li, supervised by **Prof. Françoise Chevalier**, Post Mergers Integration (PMI): Which problems, where do they come from and how to overcome them? Empirical case studies on two PMI projects between Chinese States Controlled and German private companies to identify the indicators and solutions.


Al Hafiz Mahamat, supervised by **Prof. Éric Paget-Blanc**, Les déterminants de la notation financière. Une étude empirique des banques commerciales en Afrique Centrale.

Hafid Mammass, supervised by **Prof. Jean-François Lemoine**, Les facteurs clés de succès de l'adoption de l'IA par les entreprises de services du numérique.


Stefan Meyer, supervised by **Prof. Dr. Marco Heimann**, Welche klassischen derivativen Absicherungsstrategien lassen sich im modernen Portfoliomanagement in der Praxis in Krisensituationen mit börsengehandelten Optionen und Futures umsetzen ?



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SYDNEY



CRBA
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Kiran VUKKADALA

Sept. 27th

Determination of critical success factors for increasing sustainability within Oil and Gas industry: Focusing on value chains in logistic services

Thesis Supervisor
Prof. Calvi

CRBA jury
Prof. Torset
Prof. Delacour



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Barbara Ofstad, supervised by **Prof. Anne Bartel-Radic**, Boundary Spanning in Vocational Education and Training: Case Study of a German industrial vocational education and training department undergoing digital transformation.




Oumar Ouattara, supervised by **Prof. Hélène Delacour**, Facteurs explicatifs des violations de la réglementation des marchés publics en Côte d'Ivoire pendant la phase précontractuelle.

Marna Pfranger, supervised by **Prof. Ulrike Mayrhofer**, Digitalization and international expansion strategies of Swiss Private Banks in Brazil and South Africa.

Piyawat Piyapaichayont, supervised by **Prof. Damien Mourey**, Technology Acceptance, Consumer Innovativeness, and Managerial Leadership Styles: A Case Study in the Digital Printing Sector in Thailand.

Martin Puchtler, supervised by **Prof. Frédéric Ponsignon**, Gestaltung von leanen Prozessschnittstellen zur Verbesserung der Materialversorgung in der Beschaffungs- und Produktionslogistik der automobilen Zulieferindustrie.

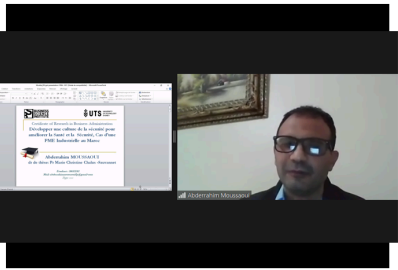
Joseph Lottin Sadjoua Mveng, supervised by **Prof. Julien Husson**, Le pilotage de la compétitivité dans les entreprises publiques au Cameroun : Cas de la société Cameroon Telecommunications (Camtel).

Abderrahim MOUSSAOUI

Sept. 27th




Développer une culture de la sécurité pour améliorer la Santé et la Sécurité. Cas d'une PME Industrielle au Maroc



Thesis Supervisor
 Prof. Chalus-Sauvannet

CRBA jury
 Prof. Laval
 Prof. Benghozi

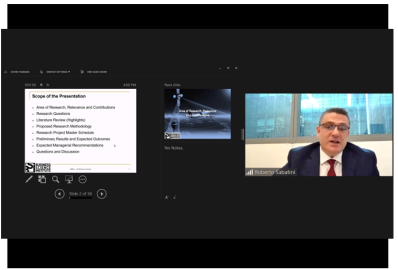
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Roberto SABATINI

Sept. 27th

Digital Transformation and Sustainable Development in the Air and Space Transport Sector. An Integrated Business Modelling Approach



Thesis Supervisor
 Prof. Josserand

CRBA jury
 Prof. Torset
 Prof. Delacour

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Dramane Alpha Sanogo, supervised by **Prof. Marc Bonnet**, Quel modèle de management public face aux mécanismes de financement de l'enseignement primaire et secondaire en Côte d'Ivoire ?

Josef Schindler, supervised by **Prof. Andreas Kallmünzer**, Internal start-ups - How to cope with the strategic balance of sustaining and disruptive innovations.

Stephen Sewalk, supervised by **Prof. Pascal Barneto**, The Proposal for A 3-Article Dissertation Covering Real Options in Real Estate Development.

Phay Som, supervised by **Prof. Dr. Marco Heimann**, Financial performance and risk of insurance companies in rapidly growing economies: the case of Cambodia.

Catherine Stoddart, supervised by **Prof. Helen Scott**, Effects of the COVID-19 Pandemic on Public Sector Leaders Participating in the Response: A Grounded Theory Approach.

Robert Stoll, supervised by **Prof. Jean-François Gajewski**, Quelles sont les meilleures solutions qui s'offrent à un 'Patriarche', dépourvu d'un successeur familial et désireux de transmettre sa PME en trouvant un équilibre entre deux objectifs peut-être difficilement réconciliables : obtenir le fruit financier de sa carrière professionnelle en cédant son entreprise au juste prix, mais en même temps assurer la survie durable pour l'ensemble des parties prenantes de son entreprise avec ses valeurs, son éthique et sa culture ? Proposition d'un paradigme novateur pouvant aboutir à une « destruction créatrice » et enthousiasmante pour le Patriarche, porteuse d'un rebond spectaculaire de la PME et gagnante / gagnante pour l'ensemble des parties prenantes.

Alison Taylor, supervised by **Prof. Ulrike Mayrhofer**, Resilience in Senior Leadership in the Australian Higher Education Sector.

Serge Dangui Traore, supervised by **Prof. Blandine Ageron**, Les systèmes de management de la qualité africains : cas des coopératives de café et de cacao.

Sabrina Von Nessen, supervised by **Prof. Anne Bartel-Radic**, Relevanz von Emotionen für Führungskräfte im Rahmen von virtueller Führung in deutschen KMU.


Colette Walendom, supervised by **Prof. Marie-Christine Chalus-Sauvannet**, Déterminants et contraintes à l'entrepreneuriat féminin en Afrique : cas de la Côte d'Ivoire.

Stefan Webe, supervised by **Prof. Birgit Hagen**, Strategic Sustainable Procurement: Konzeption eines nachhaltigen Beschaffungsmanagements. Erarbeitung fundierter Handlungsempfehlungen für deutsche mittelständische Unternehmen.

Andre Witte, supervised by **Prof. Alain Burlaud**, Operationelle Risikowahrnehmung für die Führungskräfteentwicklung der Sport- und Fußballunternehmen sowie Vereinen im Vergleich zu internationalen Wirtschaftskonzernen.

Beryl Xu Xiaodan, supervised by **Prof. Françoise Chevalier**, Strategic competency modelling of group R&D for traditional automotive OEM during its digital transformation – an empirical study for corporate.


Mahamadou Zakari, supervised by **Prof. Alain Burlaud / Prof. Geneviève Causse**, Analyse des impacts de l'Application de la Directive de l'UEMOA portant Plan Comptable de l'Etat au Niger.


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Sohail ZIAUDDINSept. 27th




Greenfield Investment Drivers & Economic implication

Thesis Supervisor
Prof. Nekhili



CRBA jury
Prof. Mola
Prof. Ageron



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Certificate of Research in Business Administration

Muhammad Azam ZIASept. 27th

Conceptualizations of the Impact of Project Management Methodologies on IT Projects in the Government Sector: A Mixed Methods-based Approach

Thesis Supervisor
Prof. Cloutier



CRBA jury
Prof. Mola
Prof. Ageron

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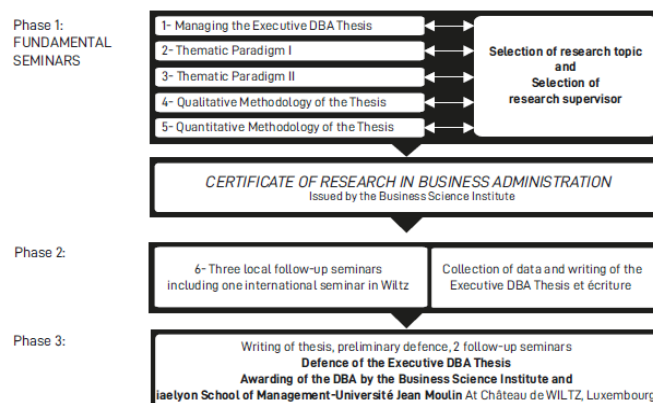
3. The doctoral experience



3.1. A progressive and tailored programme

The programme is proposed over four years, and is divided into three main phases:

- Phase one is an opportunity for students to fine-tune their research topic and to identify a suitable supervisor for their thesis. Once this is done, the doctoral student is required to present a Certificate of Research in Business Administration at the end of phase 1.
- In phase two, doctoral students participate in follow-up seminars that guides the progress of their thesis, by presenting confronting their work to a panel of professors that does not include their thesis supervisor. This process guarantees a diversity of perspectives and also allows the thesis supervisor to benefit from the views of colleagues on the progress of the work. It is also an important positioning indicator for doctoral students.
- In Phase three, follow-up seminars are once again held, and after a successful pre-defence, the doctoral students are invited to defend their Executive DBA thesis during the Business Science Institute International Week.



3.2. Pedagogy and support

The doctoral students are accompanied towards the defence of their Executive DBA thesis by means of a pedagogical approach that enables them to master advanced management fundamentals and, through progressive individualisation, to develop theoretical expertise on their research subject.

In this way, with the help of significant follow-up time and a progressive and staggered programme format, the production of knowledge is made possible by the confrontation of their professional experience with these theoretical foundations. Doctoral managers also benefit from numerous resources and academic support offered by Aline, a doctor in Social Sciences, who accompanies them in their first steps in reviewing the academic literature.

”

Doctoral managers sometimes need help in finding bibliographic references related to their Executive DBA thesis topics. My role is to accompany them in this process and to help them formalise their requests: firstly, I invite them to provide me with key words that allow me to carry out an initial broad search on the theme of their research topic. Secondly, we refine this initial search, often by targeting a country and/or a sector of activity or via an approach involving the use of an academic theory. Finally, they ask me to find very specific references suggested by these initial readings. I also intervene, if necessary, to give them advice on the rules for formatting their bibliography, which is required at the end of their Executive DBA thesis manuscript.

Dr. Aline, support team member

This pedagogical approach combined with the structure of a doctoral programme that covers the fundamentals of management, combined with the students' extensive professional experience and the fact that they are grounded in their practice, results in the production of actionable knowledge with multiple impacts.

3.3. Resources available to doctoral students and faculty members

Doctoral student managers and faculty members at Business Science Institute benefit from a number of resources. Firstly, they have access to international academic databases.

They can also draw on methodological tools such as the Sphinx software package, which they are trained in, and on which they can obtain special methodological support.

Course content is made available to them on a Moodle platform, which allows them to refer the content quickly throughout their doctoral studies.

They also benefit from the methodological books published in the Business Science Institute collection by the publisher EMS.



3.4. Alumni: The Saper and Praxis Association

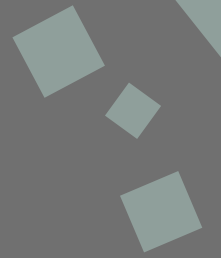
Saper et Praxis is the Business Science Institute Alumni Association. It aims to be a platform for personal and professional development, and to provide social support by organising, for example, intra- and inter-cohort events. It also aims to be an information relay for emerging researchers in Business Administration, and a structure that links future doctoral students-managers, current doctoral students, and graduates from Business Science Institute. The coordination of the association is temporarily carried out by Dr Cédric Baudet.



”

We know that the Business Science Institute's graduate alumni produce knowledge. This was confirmed in the results of the survey conducted in 2020 among our Alumni. This survey also shows that our graduates want to continue learning and that they want to pass on their knowledge. Moreover, our Alumni exchange with our doctoral student-managers on their practices and their experience during their thesis journey during an annual meeting at Business Science Institute's International Week event. This need to transmit knowledge was the driving force behind the writing of an innovative book in 2021. The book is intended for doctoral students in management who work in parallel to their thesis. 14 doctor-managers present concise but precise information sheets grouped into 7 sections marking out the doctoral process. Each sheet follows the same structure: 1) we highlight a question that any doctoral student may have, 2) we give a few key words to describe the content of the sheet, 3) we cover a piece of advice in the body of the text, and then 4) we refer to further reading that can help the doctoral student to study the topic covered in the sheet in greater depth. «Les docteurs conseillent les doctorants» was published in French in September 2021 and in English in October 2021 ("Doctors advising Doctoral Students"). The book was presented to the doctoral students of Business Science Institute on 30 September 2021.

Dr. Cédric Baudet



4. The Faculty



4.1. Faculty

Business Science Institute provides access, through the thesis supervision process and the organisation of collaborative research projects, to extraordinarily rich and relevant field data. There are numerous opportunities for co-publication with business experts, as well as the possibility of establishing research/industry partnerships.



<https://www.business-science-institute.com/institution/professeurs-executive-dba/>

4.2. Impact on faculty publications

Business Science Institute provides access to extraordinarily rich and relevant field data through the thesis supervision process and the organisation of collaborative research projects. There are many opportunities for co-publication with business experts and for research/industry partnerships.

”

The resolutely international positioning of Business Science Institute is another important motivation for me. In my case, I am fortunate enough to be able to teach in Germany in my native language (a real privilege for me), but also in Asia (China, Thailand, Vietnam). I find this work with different cultures extremely stimulating. Finally, the flexibility and energy of Business Science Institute as a network organisation is very motivating because, unlike the large French and German academic institutions, its President, Professor Michel Kalika, gives us a lot of freedom to develop programmes and research activities, without the traditional administrative burden.



Prof. Lars Meyer-Waarden



5. Impact of research and publications



5.1. Associate researchers

The Business Science Institute Academic Steering Committee, chaired by Professor Jean-Pierre Helfer, initiated in 2020 a new status for publishing doctors: "Business Science Institute Associate Researcher".

”

I defended my DBA thesis from Business Science Institute on 26 September 2018. The encouragement to publish given by my examination panel, as well as the award of the first edition of the Management Impact Prize, convinced me to publish the results of my work, in the form of several articles, in collaboration with my thesis supervisor, Prof. Bérange Deschamps. As a result, the newly created status of Associate Researcher at the Business Science Institute has allowed me to ensure the visibility of my research in peer-reviewed journals such as the "Revue Française de Gestion", "Finance Contrôle Stratégie", and "Management International" (HEC Montréal). On the academic level, the status of associate researcher legitimises the pursuit of my reflections in my field of research (entrepreneurship, business transfer), and allows me to establish a bridge between my work and the ecosystem of M&A practitioners. On a professional level, this title gives me additional professional credibility in the highly competitive world of consulting.



Dr. Thierry Lamarque

Once their application has been accepted by the members of the Academic Steering Committee, associate researchers may use this designation in their publications, their posts on social networks and on their LinkedIn profile for a period of 3 years. They also have access to the EBSCO database, Moodle and have a "Business Science Institute Associate Researcher" business card.

5.2. The Business Science Institute collection published by EMS

Business Science Institute has a book collection of its own, published by Editions Management et Société (EMS). We make a distinction between doctoral books, faculty research books, and DBA methodology books.

5.2.1. Books by doctors

Doctors from Business Science Institute whose thesis examination panel suggests it, are invited to publish a summary of their thesis in the Business Science Institute Collection, in the "Managerial Practices" series. This system makes it possible to increase the impact of the knowledge produced by making it available to as wide an audience as possible, at an affordable price, and with a well-known and highly reputable publisher.

”

My book "The Practice of Leadership in Moroccan Private Organizations: The Influence of National Culture" (La pratique du leadership dans les organisations privées marocaines: influence de la culture nationale) is the culmination of the research conducted as part of my Executive Doctorate in Business Administration at Business Science Institute under

the supervision of Professor Khadija AL ARKOUBI, Associate Professor of Management University of New Haven in the United States. I was honoured to embark on this fascinating learning journey back in 2017, the objective of which was to understand what goes on in the Moroccan organisation and make sense of the interactions that surround us in a culture that is different from Western cultures. As such, the book is an exercise in externalising my research to allow the reader to understand the influence of Moroccan national culture in companies and to demystify its complexity, thus reducing the ambiguity encountered.

The large-scale dissemination of this research aims to amplify its impact on the managerial field. Indeed, this book is aimed at national and international managers and meets a threefold need of managers: (1) A need for understanding by young managers without much experience of the Moroccan cultural context and its possible differences in relation to their academic background; (2) A need for international leaders who find themselves in Moroccan organisations and who wonder about the basic principles of the functioning of the leader-collaborator relationship in the country; (3) A need for Moroccan leaders who will be managing multicultural teams and who would gain insight if they could distinguish the way of thinking of their own culture from that of other cultures.



Dr. Fadoua Tahari

In 2021

- Cédric BAUDET (ed.). Doctors Advising Doctoral Students, Study tips for doctoral students from doctoral graduates, 228 pages - 2021
- Didier MWEWA WA MWEWA, Facilitation proactive pour managers d'interface, Pratique dialogique, postures stratégiques et savoirs actionnables, 204 pages - 2021
- Hédi GUELMAMI, La recherche en santé, Le pouvoir managérial du DBA, 144 pages - 2021
- Fadoua TAHARI, Les pratiques du leadership dans les entreprises privées marocaines Influence de la culture nationale, 132 pages - 2021
- Amara KOUYATE, Pratiques de GRH dans les organisations internationales, Les leçons tirées d'une étude de cas, 180 pages - 2021



<https://www.editions-ems.fr/livres/collections/business-science-institute.html>

5.2.2. Books by faculty members

Business Science Institute also initiates or supports collaborative research projects in which faculty members are involved. For example, during the Covid crisis, professors and graduates were asked to reflect on and conduct research on the impact of the crisis on management practice.

This book was published in 2020, and in 2021, a second volume was published, on the lasting impacts of the crisis on management. Other colleagues can also propose joint book projects on topical issues of collective interest. This is the case of the book coordinated by Professor Anne Bartel Radic, published in 2021 and entitled "Bénévolat et Management" (Voluntary work and management).

”

The idea for the book "Bénévolat et management" came from the almost simultaneous defences of Maximilien Petit's DBA thesis at Business Science Institute, on the management of volunteers, and of several student dissertations at the Institute of Political Sciences in Grenoble. Several colleagues and doctoral students were, like myself, interested in the often-paradoxical relationship between volunteering and management, and the way in which organisations can manage them for the greater benefit of society, the associations involved, and their volunteer and salaried staff. When I raised the idea of a joint book at Business Science Institute, the response was immediate. The format proposed by the publisher EMS leaves a lot of room for manoeuvre, and I was able to make sure a few times that the orientations envisaged for the book (content, number and length of chapters, plan) corresponded to the editorial line of the Business Science Institute collection. Once the typescript was finalised, it was proofread twice, once by a member of the Business Science Institute's support team, and once by the EMS publisher, which was extremely useful for further improving the quality of the text and removing any remaining typos. I was very pleased with the process and the outcome of this «experiment» which I will gladly repeat when the opportunity arises.



Prof. Anne Bartel Radic

En 2021

■ Anne BARTEL RADIC (ed.). Bénévolat et management, Pratiques, paradoxes et préconisations, 228 pages - 2021

■ Michel KALIKA, Paul BEAULIEU (eds.) Les impacts DURABLES de la crise sur le management, 348 pages - 2021



Apprendre aujourd'hui pour pratiquer demain



<https://www.editions-ems.fr/livres/collections/business-science-institute.html>

5.2.3. Publications by doctoral student-managers with their supervisors in academic journals

In some cases, thesis supervisors encourage their doctoral students to publish their work in peer-reviewed journals. The fact that doctoral students are practising managers allows new knowledge to emerge, which our fellow supervisors wish to bring into the traditional scientific conversation. This is a more traditional form of impact, showing how the research carried out by DBAs does not forego academic rigour, and how its relevance is useful in questioning the classic production of management knowledge. For example, in 2021, Professor Caroline Mothe recently published a research article with Business Science Institute doctor Jean Christophe Bogaert in the journal 'Management international'.

■ Caroline MOTHE with Jean Christophe BOGAERT, Ambidextrie adaptative et environnement dynamique : étude longitudinale d'une PME, Management International.

ABSTRACT

The temporal effect of organisational ambidexterity on the long-term viability of organisations remains largely unexplored, especially in a dynamic operating environment. Our longitudinal research covering the 25 years of existence of an SME in industrial biotechnology is based on a combination of quantitative and qualitative methods. The results show that the company has been able to maintain high exploration and exploitation intensities and to adapt them to the multiple changes in its environment, mainly through the network. We show that adaptive ambidexterity can be maintained dynamically by combining different types of ambidexterity through organisational plasticity.

”

Shortly after the thesis defence demonstrating longitudinal data from over a period of 20 years, which was considered brilliant by the members of the examination panel, Prof. Mothe and Dr. Bogaert had the following conversation:

CM: "What do you think about writing an article to publish your results?"

JCB: "I'm not sure my research is up to scratch, but I trust you."

CM: "Okay, I'll send you a first draft soon then."

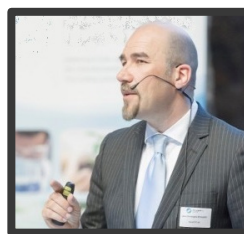
This first draft went back and forth several times before submission. More than a year later, for revision n°3:

JCB: "I feel a bit uncomfortable with the comments in relation to the managerial recommendations. I don't quite see how to «reincarnate» them and better link them to the empirical results as they follow directly from the latter. ...I have therefore targeted even more precisely which category of managers they are aimed at (top management or operational managers) while also specifying that these categories of managers are often inextricably linked in SMEs."

CM: "It's a good thing you did a DBA thesis on the company you've been number 2 in since its creation! You can imagine the degree of finesse and detail required by the reviewers! It would have been very complicated for a traditional PhD student!"



Prof. Caroline Mothe



Dr. Jean-Christophe Bogaert



<http://www.managementinternational.ca/catalog/volumes/parution-prevue-dans-les-prochains-numeros-de-mi/ambidextrie-adaptative-et-environnement-dynamique-etude-longitudinale-d-une-pme.html>

5.2.4. Awards and distinctions

Managerial Impact Prize

The Managerial Impact Prize is awarded on the occasion of the Business Science Institute International Week. It rewards the thesis or theses that have the most significant managerial and societal impact. In this way, the award remains in line with the institutional conception of management knowledge, which considers that the knowledge produced must be useful and actionable.

On the occasion of the 2021 International Week, the Managerial Impact Award was awarded by Professor Jean-Pierre Helfer to the following 3 new graduates.

Dr. Julia Plüntsches (Luxembourg, German Language Cohort n°2, 2018-2021)

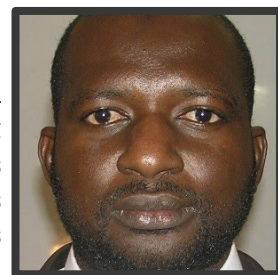
Aspects of the choice of employer by executives in rural areas, supervised by Professor Heiko Hansjosten.



The shortage of professional and managerial staff in Germany affects all sectors and leads managers to question the appeal of their company. Due to the urgent need for knowledge, research in this area has also increased significantly. Employer choice in rural areas, on the other hand, is an under-researched sub-field. This empirical study focuses on the socio-cultural footprint of job applicants and thus takes a perspective that allows for new approaches. Sixteen employees from eight companies in two regions of Germany are studied. Exploratory interviews provide information on the background of the individuals and shed light on the motivations for both private and professional decisions. An analysis of job preferences using TalentView completes the personality profile. The transcription data is coded in an open, axial and selective way using the grounded theory according to Corbin and Strauss. After describing the results, they are compared with the literature and discussed. The managerial recommendations offer useful tips, which focus on the specific task of recruiting employees in rural areas. Finally, a practical checklist is provided for human resource managers to enable them to easily incorporate the results into their day-to-day work.

Dr. Oumar Soumare (Bamako Cohort n°1, 2018-2021)

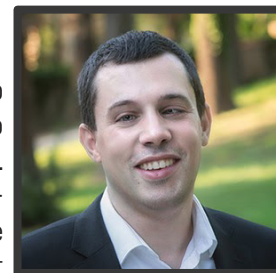
Regional internationalisation of Malian agro-industrial companies in Africa: the case of the Koba Group, supervised by Professor Ulrike Mayrhofer.



Internationalisation in regional customs unions is a challenge for Malian agro-industrial companies as a means to compensate for the reduction of a large part of the local market affected by security crises and fraudulent imports. Mali is a landlocked country that has been facing a multidimensional security, social, political, institutional and economic crisis since 2012. This research therefore aims to identify mainly the internal and external success factors of this internationalisation in an environment facing several internal and external obstacles. This thesis mainly mobilises the literature related to the Uppsala model on processual approaches to internationalisation and international management in Africa. The empirical study was carried out by first carrying out exploratory qualitative research in twenty-five (25) semi-directive interviews, letting the respondents express themselves freely, and then extending these same interviews with a closed questionnaire; the data was processed and analysed using the Sphinx software platform. The study was carried out on a main case study supplemented by three other Malian companies from the agro-industrial sector.

Dr. Cyril Vidal (DBA à distance, Cohort n° 3, 2019-2021)

The managerial uncertainty of the notary. What strategic (re)positioning to adopt for the future?, supervised by Professors Damien Mourey and Jean-Philippe Denis.



This piece of research focuses on the entrepreneur working as a notary. It aims to help them, through strategic recommendations, to face the managerial uncertainty linked to the future of their function. The work is based on a constructivist epistemological position. Using an inductive approach, a research problem was identified on the basis of semi-structured interviews conducted during an exploratory phase with notaries. The analysis of these interviews was based on a mixed design, combining a qualitative approach that brought out the concepts and a quantitative analysis that highlighted the oppositions between these different concepts. The iterative approach between the exploratory phase and the literature review revealed a tension between notaries themselves, their function and their role vis-à-vis the state and the citizen.

The results of the research answered the initial problem by showing that the uncertainty of the notary with regard to their function is linked to the deed in its authentic form drawn up for the Ministry of the Economy and Finance and its usefulness. The study identified that the use of IT tools, presented as a necessary development for the future of the function, has facilitated the implementation of normative justice allowing the collection of various taxes and duties. These tools have made the notary the instrument of this, moving from the role of someone who authenticates agreements between parties in accordance with the law to the role of the notary who certifies a contract in accordance with standards. This research has led to the development of recommendations giving the notary the possibility of setting up a new collective organisation of the profession in order to become once again a trusted third party for the citizen and the Ministry of Justice by no longer carrying out deeds of sale of real estate in the authentic form, but deeds of transfer of ownership in the notarial form.

Médaille de l'Académie des Sciences Commerciales (ASC)

The Academy of Commercial Sciences (L'Académie des Sciences Commerciales), for the 59th edition of its Prize and Medal Awards, has awarded a medal for the book edited by Professor Michel Kalika, *L'impact de la crise sur le management* (The impact of the crisis on management practice), published by EMS, Business Science Institute collection in 2020. The presentation of the award-winning works will take place by videoconference on Wednesday 21 April 2021.

”

This book is of an excellent theoretical and practical level, which is rare. It is a joint effort, carried out at the beginning of the health crisis thanks to the Business Science Institute network. Will managerial thinking still be the same after a year or two of lockdown? The chapters are short but get to the heart of the matter, with recommendations from individuals who are rethinking their approach to the problems they face on a daily basis. The strength of the Business Science

Institute's network lies in its agility and responsiveness. This book offers us an insight into what managerial developments might look like in the long term.



Académie des Sciences Commerciales



<https://academie-des-sciences-commerciales.org/>

Presentation of the book

Management research in Africa has long been strongly influenced by the conceptual and theoretical frameworks of epistemological and methodological paradigms, as well as academic and university-based discourse elaborated away from African contexts. The consequence of this situation has been mainly to considerably limit the managerial impact of African publications.

The 20 chapters in this book explore new options for management research rooted in African contexts. The chapters in the book have been written by university researchers and professional management practitioners. They offer contributions from three complementary perspectives: theoretical-conceptual (part 1), episto-methodological (part 2), and real-life experiential (part 3). This unusual editorial triptyque was deliberately chosen to make the book accessible to the widest possible public and for those interested in finding out more about how the African context can make a contribution to the creation of management knowledge.



A book certified by the FNEGE

The jury for the Certification of Management Books published in 2020 ('Labellisation 2021') met on 8 March. Of the 67 books entered, 40 were awarded the label, including in the "Joint Research Book" category: *La recherche enracinée en management. Contextes nouveaux et perspectives nouvelles en Afrique*, ('Grounded Management Research. New Contexts and Perspectives in Africa') published in the Business Sciences Institute Collection by Editions EMS, 2020, a book co-edited by Professors Emmanuel Kamdem, Françoise Chevalier and Marielle-Audrey Payaud.



The particularity of this book lies in its editorial line, which is different from that of the few books currently available (in French) on management research in Africa. Readers will thus be able to find diversified, updated and contextualised bibliographical references to further enrich their work.

With contributions from: Suzanne Marie APITSA, Patrick BAKENGELA SHAMBA, Jean BIWOLÉ FOU DA, Alain BURLAUD, Geneviève CAUSSE, Jean-Luc CERDIN, Dupin CHETCHOUA KAMYAP, Françoise CHEVALIER, Fatou DIOP-SALL, Chantal FUHRER, Bernard GOUMOU, Emmanuel KAMDEM, Charlemagne KUEKAM, Yves-Frédéric LIVIAN, Alain Charles MARTINET, Jean MOSCAROLA, Koffi Jacques N'DRI, Raphaël NKAKLEU, Viviane ONDOUA BIWOLÉ, Blaise Marie OUAFO, Yvon PESQUEUX, François PICHAULT, Lovanirina RAMBOARISONLALAO, Dramane SIDIBÉ, Bertrand SOGBOSSI BOCCO, Tijane SYLLA, Fadoua TAHARI, Michel VILLETTE, Alexandre WONG.



<https://www.editions-ems.fr/livres-2/collections/business-science-institute/ouvrage/590-la-recherche-enracin%C3%A9e-en-management.html>

5.2.5. Promotion and dissemination of knowledge

In keeping with its philosophy of impact, Business Science Institute encourages its doctors and doctoral students to publish the results of their work in professional and specialist journals. The institution has also created its own DBA Impact(s) review, and disseminates the knowledge produced through videos.

Online DBA Impact(s) Review

The Business Science Institute online review, DBA Impact(s), aims to disseminate the work of doctoral managers through two media channels:

- Videos in which doctoral managers present their research questions and their main managerial recommendations.
- Texts describing the academic elements of their research, their main results and a section called «further reading» which features academic articles and books that provide further information on the topics mentioned.

Editorial Board: Anne Bartel Radic, Professor at the University of Grenoble Alpes and Business Science Institute; Pierre-Jean Benghozi, Director of Research CNRS, Professor at Ecole Polytechnique, Geneva School of Economics and Management and Business Science Institute; Françoise Chevalier, Professor at HEC and Business Science Institute; Nathalie Dubost, Professor at the University of Orleans and Business Science Institute, editor in chief; Michel Kalika, Professor, founder and President of Business Science Institute; Christophe Schmitt, Professor at the University of Lorraine and Business Science Institute. .

6 articles published, accompanied by videos

Philippe ANHORN. Le partenariat de soins : enjeux et perspectives pour les systèmes de santé.

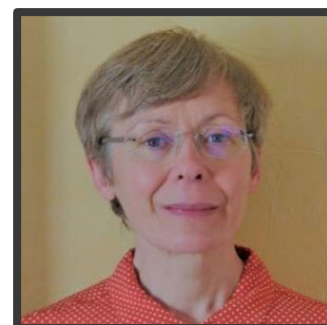
Mohamed LAYE. Pilotage de la performance dans les grands projets d'infrastructures publiques : le cas des projets routiers au Sénégal.

David LARIVIÈRE. Mobiliser le meilleur de ses équipes pour éviter la crise : la résilience préventive individuelle.

Constantin DABIRÉ. Le partenariat public-privé, un instrument pour le financement des infrastructures publiques performantes : mythe ou réalité ? Le cas des pays membres de l'Union Economique et Monétaire Ouest Africaine.

Sébastien BOURBON. Vaincre l'ubérisation par l'asymétrie de connaissances et la rente cognitive. Le marché de l'immobilier neuf.

Thierry LAMARQUE. Quels sont les facteurs-clés de succès des repreneurs lors des négociations de reprise d'entreprise ?



Prof. Nathalie Dubost



<https://www.editions-ems.fr/livres-2/collections/business-science-institute/ouvrage/590-la-recherche-enracine-en-management.html>

XerfiCanal Series

For several years now, Business Science Institute has been encouraging its doctors and faculty members to promote their work on XerfiCanal, a leading media channel for the promotion of management research. This is mainly achieved through the programme IQSOG - Fenêtre ouverte sur la gestion, headed by Prof. Jean-Philippe Denis.

Each year, the winners of the Managerial Impact Prize present their work in a promotional video. This makes it possible to acknowledge the theses that stand out because of the managerial and societal impacts of the knowledge produced, and to publicise the quality of their work to the many managers among the Xerfi Canal audience.

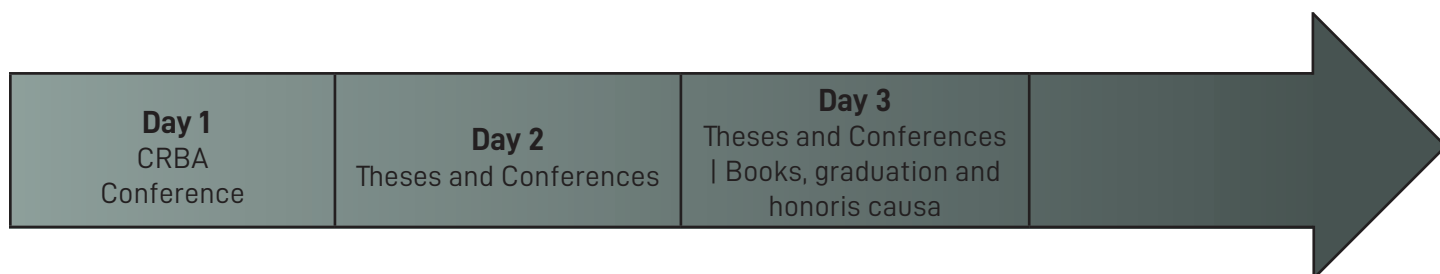


<https://www.xerficanal.com/>



6. Events





6.1. 2021 International Week

The Business Science Institute International Week was held from 27 to 30 September 2021, online, due to the continuing uncertain health situation. More than 300 participants attended over the four days.

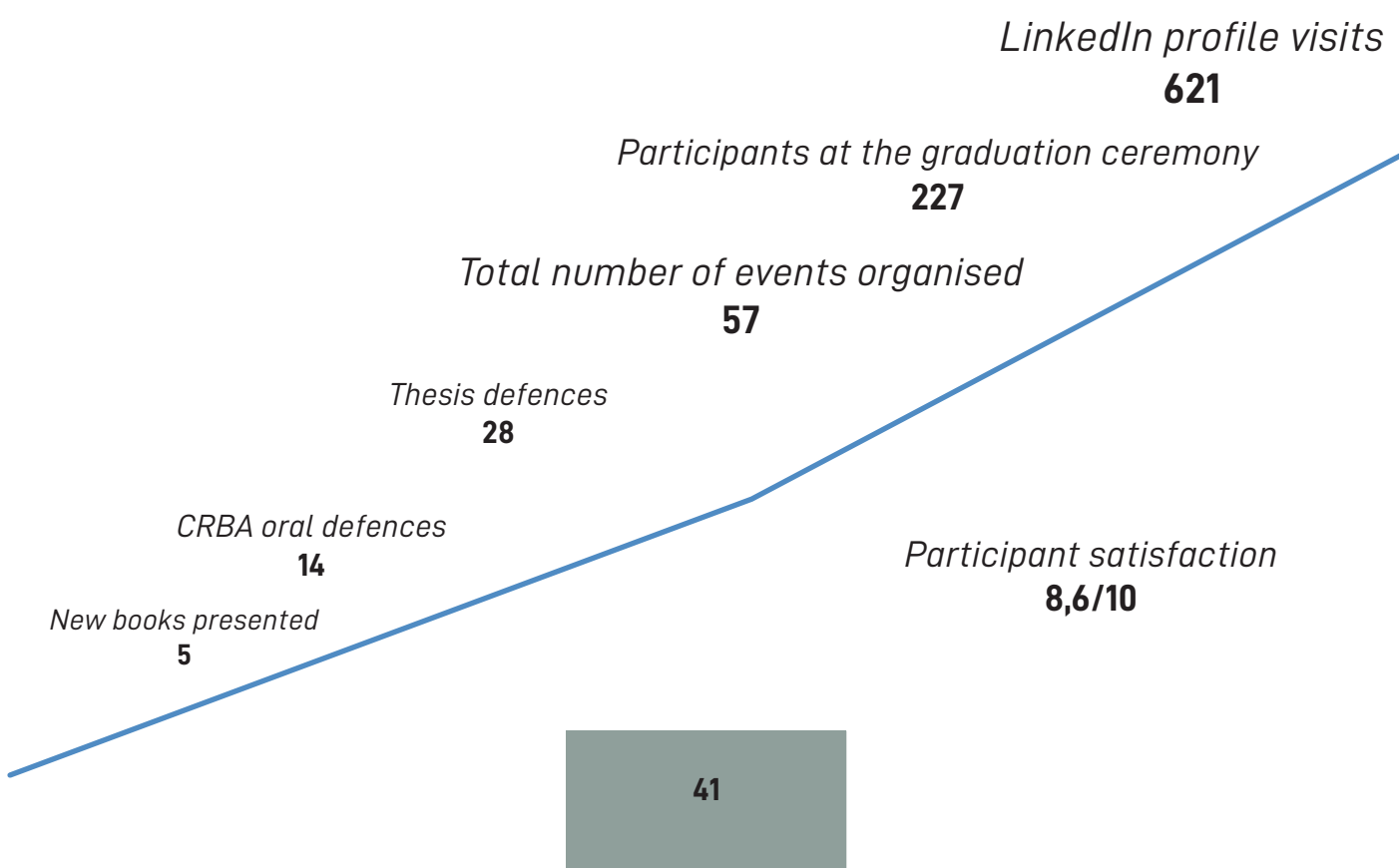
The first day was devoted to the opening ceremony, presentations of projects and books, and the defence of 14 Certificates of Research in Business Administration. It ended with a meeting of the Professors who are academic coordinators.

The next day was entirely devoted to thesis defences, with research presentations by some faculty members at lunchtime. In the evening, the faculty members were invited to meet with Jean-Pierre Helfer and Michel Kalika, to discuss the programme and the major evolutions of the institution. More than 40 professors were present at this meeting.

Wednesday was the occasion to continue the thesis defences, to listen to research presentations by faculty members organised in French and in English, and in parallel. In the evening, the Academic Steering Committee met.

Finally, the day of 30 September concluded this annual highlight, and began with the presentation of Cédric Baudet's book, 'Les docteurs conseillent les doctorants' (Doctors advising doctoral students), from the Business Science Institute collection published by EMS. The Business Science Institute alumni members insisted on the importance of exchanges between doctoral students and alumni.

After a presentation of the new books published during the year to close the morning, the graduation ceremony presided over by Professor Michel Kalika began in the afternoon. It was the occasion for the awarding of the title "Doctor Honoris Causa" to Laurent Faibis, CEO of XERFI GROUPE, by Professor Françoise Chevalier and for the awarding of the prize for managerial impact by Professor Jean-Pierre Helfer to three laureates.



6.2. Other events organised or supported

Business Science Institute organises and participates in international events to disseminate the knowledge produced or to support important issues.

Webinar “Turning crisis into opportunity: the experience of managers and employees”

On 8 April 2021, a group of professors from Business Science Institute organised a webinar in partnership with Sphinx, to present the results of a major survey on the impact of the health crisis on management. Professors Dudézert, Lavastre, Moscarola, Laval, Fuhrer and Kalika presented the results of their work for over an hour, to an audience of over 100 participants.

Webconférence
« Transformer la crise en opportunités : le vécu des managers et salariés »

Depuis Décembre 2020, le réseau des chercheurs du Business Science Institute mène une enquête pour comprendre les transformations en cours et les conséquences de la crise sanitaire sur le travail.

Venez écouter nos intervenants présenter les premiers résultats !

BUSINESS SCIENCE INSTITUTE **Le Sphinx**

8 avril 2021
13h00 – 14h00
En Ligne (Zoom)

Pr. Aurélie DUDEZERT, Pr. Olivier LAVASTRE, Pr. Jean MOSCAROLA, Pr. Florence LAVAL, Pr. Chantal CUCCHI, Pr. Michel KALIKA

“Women and Governance” Conference

Business Science Institute was a partner of the “Women and Governance” conference held on 30 November and 1 December in Lyon. The aim of this academic conference was to generate discussion and reflection on the place of women in governance and the impact of their inclusion in strategic decisions, whether public or private.

CONFÉRENCE INTERNATIONALE FEMMES ET GOUVERNANCE

ENJEUX ET IMPACTS DE LA PARTICIPATION DES FEMMES AUX DÉCISIONS DANS LES ORGANISATIONS PUBLIQUES ET PRIVÉES

Organisée par

2GAP **CREATE**

Réunion du conseil des gouverneurs des banques centrales européennes – 14 novembre 2019



7. Accreditations and achievements



7.1. AMBA Accreditation

”

Embarking with determination on an international accreditation journey, means having in mind the ultimate goal of committing to our graduates and doctoral students. First of all, to commit to ensuring that our DBA meets international quality standards, but above all, to commit to a path towards the future. This is a trajectory guided by international peers, and which allows us to remain on the path of continuous improvement. This accreditation was a genuinely collective experience and success, shared by our entire community, including the faculty, the support team, our participants and even our graduates. Everyone has been just brilliant. Well done Business Science Institute!



Stephen Platt

At the end of 2020, Business Science Institute was awarded AMBA accreditation for a period of 3 years for the Executive DBA programme.

Excerpt from the report written by the International Academic Advisory Board:

"Accreditation from the Association of MBAs (AMBA) represents the highest standard of achievement in post-graduate business education. Its rigorous assessment criteria ensure that only the highest-calibre programmes which demonstrate the best standards in teaching, curriculum, and student interaction achieve Association of MBAs accreditation. Members of AMBA's accreditation panel, representing senior management at AMBA-accredited Business Schools globally, commended the regular, intensive contact the DBA students had with supervisors and administrative staff. The panel also mentioned the school's ability to attract enthusiastic students from all over the world. These students were seen to be advantaged by the International Week in Luxembourg, which is a flagship event for the programme. It allows for networking between students and academics and offers students the opportunity to learn from experts and each other with respect to their research topics. The panel commended the school's clearly articulated contribution to sustainability and responsible management, which they felt enhanced the school's ability to address global issues."

International accreditations are recognition of the relevance of our unique model of a networked international academic organisation devoted to the organisation of a true DBA for managers.

”



Prof. Michel Kalika



<https://www.associationofmbas.com/>

7.2. IRAFPA Certification

Business Science Institute is a partner of IRAFPA and follows its guiding principles. The Institute for Research and Action on Academic Fraud and Plagiarism (IRAFPA), created in 2016 by Professor Michelle Bergadaà, who is its President, aims to create an international and interdisciplinary scientific meeting space on fraud and plagiarism, to help and accompany individuals and legal entities affected by academic fraud or plagiarism, to develop theoretical and applied research in these specific fields, to develop and disseminate an expert methodology on fraud and plagiarism.

IRAFPA



<https://executivedba.org/>

7.3. EDBAC Membership

Business Science Institute is now a member of the Executive DBA Council. Founded in 2011, EDBAC is dedicated to fostering excellence and innovation in Executive DBA programmes worldwide. Its goal is to provide exceptional networking and educational opportunities for professionals who serve and participate in Executive DBA programmes that include directors, academic directors, faculty, administrators, students and alumni.

As an active member of EDBAC, Business Science Institute participated in the 2021 Engaged Management Scholarship (EMS) Conference at Florida International University (FIU).



The Impact of the COVID-19 Crisis on Management Practice - A World of Opportunities For Engaging a Networked Faculty Team in a Collaborative Research Project Leading to a Joint Book Publication



Michel Kalika
President



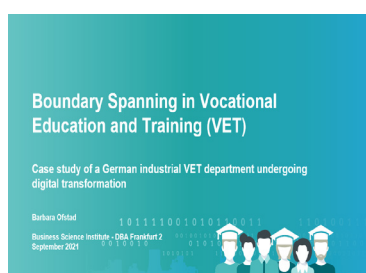
Jean Moscarola
Faculty Member
Founder Le Sphinx



Stephen Platt
QA & Accreditations

Three presentations were on the agenda. The first one by Prof. Michel Kalika and Prof. Jean Moscarola, accompanied by Stephen Platt (QA & Accreditation Manager) was about conducting a collective research project in times of crisis.

A second presentation was given by Barbara Ofstad, a doctoral student-manager from Business Science Institute in the second face-to-face cohort from Frankfurt (Germany). Finally, Dr Cédric Baudet presented the book «Doctors advising doctoral students», which he coordinated as an Alumni of the institution.



EDBAC

<https://executivedba.org/>



7.4. UNPRIME and SDGs

The Principles for Responsible Management Education (PRME) is a UN-backed initiative founded in 2007 as a platform to raise the profile of sustainability in schools around the world, and to equip today's business students with the understanding and ability to effect change tomorrow. A voluntary initiative with over 650 signatories worldwide, PRME has become the largest organised relationship between the United Nations and business-related higher education institutions.

Based on six principles, PRME commits business and management schools to providing future leaders with the skills to balance economic and sustainability goals, while drawing attention to the Sustainable Development Goals (SDGs) and aligning academic institutions with the work of the UN Global Compact.

PRME Principles for Responsible Management Education

an initiative of the 

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
2015			1	1													
2016									1	1							
2017				1				4	4							2	
2018	1								1	2							1
2019	2			2				1	1	1						1	
2020	1	1	1	1				3	4	1		1					1
2021			1					1	5	1			1			1	

Number of theses per UN SDG between 2015 and 2021



<https://www.unprme.org/about>

7.5. Dubai Ranking



In 2020, the Business Science Institute was included in the international Dubai DBA (Doctorate in Business Administration). In this ranking, the results of which were published in September 2020, Business Science Institute was ranked 4th worldwide among the institutions that responded to the survey, and 2nd for educational innovation.

This ranking reflects the recognition of the innovative DBA model developed by the international academic networked organisation that is Business Science Institute, as well as the quality of our programme, which focuses on managerial impact. Finally, it rewards Business Science Institute's strategy of focusing on the publication of books by our professors and graduates.

”

Prof. Michel Kalika



<https://dubairanking.net/fr/accueil/>



8. Human Resources



8.1. HR Policy

Business Science Institute is an international networked organisation. The HR strategy of the organisation can be summarised by three central orientations:

- **Agility:** In order to maintain a high level of responsiveness in line with our stakeholders' expectations, it is necessary to be able to increase the volume of work when necessary. It is also necessary, when the activity of the institution requires it, to be able to decrease this volume of activity, in line with the cost control strategy. This applies to both faculty members and support team members. To go further and by way of example, at the beginning of the Covid crisis, faculty members were asked to reduce their remuneration by 20%. Almost all of them agreed.
- **Commitment:** Believing in and committing to the institutional project is a prerequisite for joining the Business Science Institute team. Sharing our vision of impact and knowledge production is also a prerequisite, and helps to avoid incompatibilities of vision between the institution's management and the teams, whether they are professors or members of the support team.
- **Expertise:** The professors at Business Science Institute are all recognised experts in their field of research and teaching. Their expertise is necessary to support managers in the development of their DBA thesis, as is their strong link to industry and business. Similarly, the support team must be comfortable with the fundamentals of the international academic sphere in general, and with the philosophy of executive education in particular.

8.2. The support team, its organisation and role

The administrative management of Business Science Institute is ensured by a support team of 10 individuals, under the coordination of Frédéric Branger, the Programme Administration Director, who is also in charge of overseeing procedures.

”

The 10-member Business Science Institute support team is devoted to meeting the needs of our doctoral students, graduates, professors and partners, so that they can achieve their objectives in the context of our Executive DBA programme. The team is committed to using its many and varied skills to ensure the success of the programme, combining attention, responsiveness and efficiency. A multicultural team, certainly networked, but omnipresent and united with the sole objective of offering a high-quality service to our various stakeholders. I am proud to be part of this dynamic, agile and talented team, with a positive spirit, a professional approach and a friendly atmosphere.

Frédéric Branger

The support team is organised by theme and by field of intervention. However, in order to ensure responsiveness and a high standard of service to our doctoral student-managers and professors, we work towards developing versatility, particularly through training activities, at the suggestion of the President, or at the request of team members.

Yann

Information Systems Manager & Webmaster

Caroline

Alumni relations coordinator

Catherine

Programme administration / teaching support manager

Samuel

Communications Manager

Hugo

Community Manager

Maëlle

Moodle manager

Aline

Documentary & research support

Stephen

Quality assurance & accreditations manager

Yasemin

Programme administration / teaching support manager
& Admissions and Web site manager

Ramunas

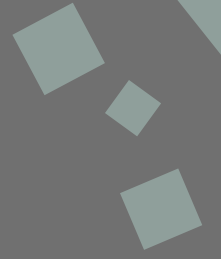
Video production

In the evaluations we carry out of our events, the quality and responsiveness of the support team is frequently highlighted by participants, whether they are professors, doctors, graduates or guests.

”

Dear all, congratulations for the organisation of the International Week which was a great success! You are a fantastic team that does a remarkable job, in a very friendly spirit, which is much appreciated. Congratulations & thank you again, Ulrike Mayrhofer - University Professor.

Prof. Ulrike Mayrhofer



9. Marketing and branding



9.1. Marketing policy

The marketing policy of Business Science Institute reflects the nature of the institution in that it is consolidating. Historically, the institutional website plays a major role, as does the newsletter. More recently, the institution has strengthened its commitment to social media by hiring a Community Manager from the academic world. Even more recently, other communication formats have been experimented with, such as TV spots.

9.2. Website

Business Science Institute has an institutional website that includes the main news, offers a full presentation of the DBA programme, and highlights the resources and activities available to doctoral students. Website content is managed by Yasemin and designed and developed by Yann, the webmaster.

”

The website is updated with news from Business Science Institute (books, videos, webinars, partnerships, interviews and press releases). New pages are added to the site architecture when a new cohort is launched, a new professor joins the faculty or when a doctoral student graduates.

Yann

In 2021, the main updates to the website were:

- Standardisation of content for all languages
- Reorganisation of the information in the menu
- Highlighting of the "Impact(s)" journal

9.3. Newsletter

Since the launch of the newsletter at the beginning of Business Science Institute, 100 editions have been published. The purpose of the newsletter is to highlight news about the institution and its members, in order to raise awareness of the work achieved. The newsletter is therefore designed to be both an HR and marketing tool.



**11,371 subscribers
to the Newsletter**

”

The monthly Newsletter, which I have been coordinating since the creation of Business Science Institute, responds to the initial desire of the President, Professor Michel Kalika, to create an information tool that would allow members of the community (doctoral student-managers, Alumni and members of Faculty) as well as potential future students, to be informed of the institution's news and the diversity of the academic life of its members. Over the years, the newsletter has been enriched in terms of content, with new sections such as the interviews of the month or the section devoted to our Alumni, as well as in terms of layout, with more interactive links to videos, web content, etc.

Dr. Aline, support team

In addition, many members of the Business Science Institute community, as well as partners, make their news known through the Newsletter. This appears in particular in the "Management Research News" section.

9.4. Social networks

The marketing policy of Business Science Institute focuses greatly on a social networking strategy, with 4 main objectives as follows.

- Highlight the quality of the programme, by communicating on current projects, events and partners.
- Showcase the participation of faculty members in the life of Business Science Institute, and as professors on the DBA programme.
- Stimulate the interest of professionals likely to be interested in the DBA, and to accompany them in their contact with the support team.
- Facilitate cohesion between doctoral students from the same cohort, between doctoral students from different cohorts, between doctoral students and alumni.



Interaction with the Business Science Institute community is strong via social networks. The aim is to inform, support, promote, convince and create a positive dynamic. Given the size of the institution, this is not an easy task, but I am lucky that the professors, alumni and doctoral students are deeply committed to the institution!

Dr. Hugo, support team



493 subscribers
+33%/2020



3402 subscribers
+94%/2020



3569 subscribers
+11%/2020

9.5. Other communication actions

In 2021, Business Science Institute approached a television channel to broadcast a commercial aimed at potential programme applicants.

In addition, 13 webinars were organised, either to launch an advertising campaign or to open a face-to-face group, with over 2,000 participants. These webinars are posted on the Business Science Institute's YouTube channel and can be viewed freely by anyone interested in an Executive DBA project.

Specific communication campaigns are carried out in addition to the newsletter, notably on calls for projects (COVID-19 impact surveys) or specific events (Laurent Faibis Dr Honoris Causa).

Finally, Business Science Institute also participates regularly in education fairs to present its model and programmes. For example, on 25 March 2021, Prof. Michel Kalika held a Master Class as part of the 'Déclat Cadremploi' week, for which he was accompanied by Dr. Sébastien Bourbon.



Director of publication: Michel Kalika
Editor: Hugo Gaillard
Graphic design: Sylvain Stanik