

# Activity Report

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**BUSINESS  
SCIENCE  
INSTITUTE**

Doctorate in Business Administration

**2022**



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## Foreword, Prof. Michel Kalika

Faced with a growing demand from managers qualified to MBA level or equivalent wishing to pursue doctoral studies in a context where traditional doctoral degrees were neither adapted to their expectations nor to the constraints of their professional activities, and aware of the managerial transition underway, Business Science Institute was founded in 2012.

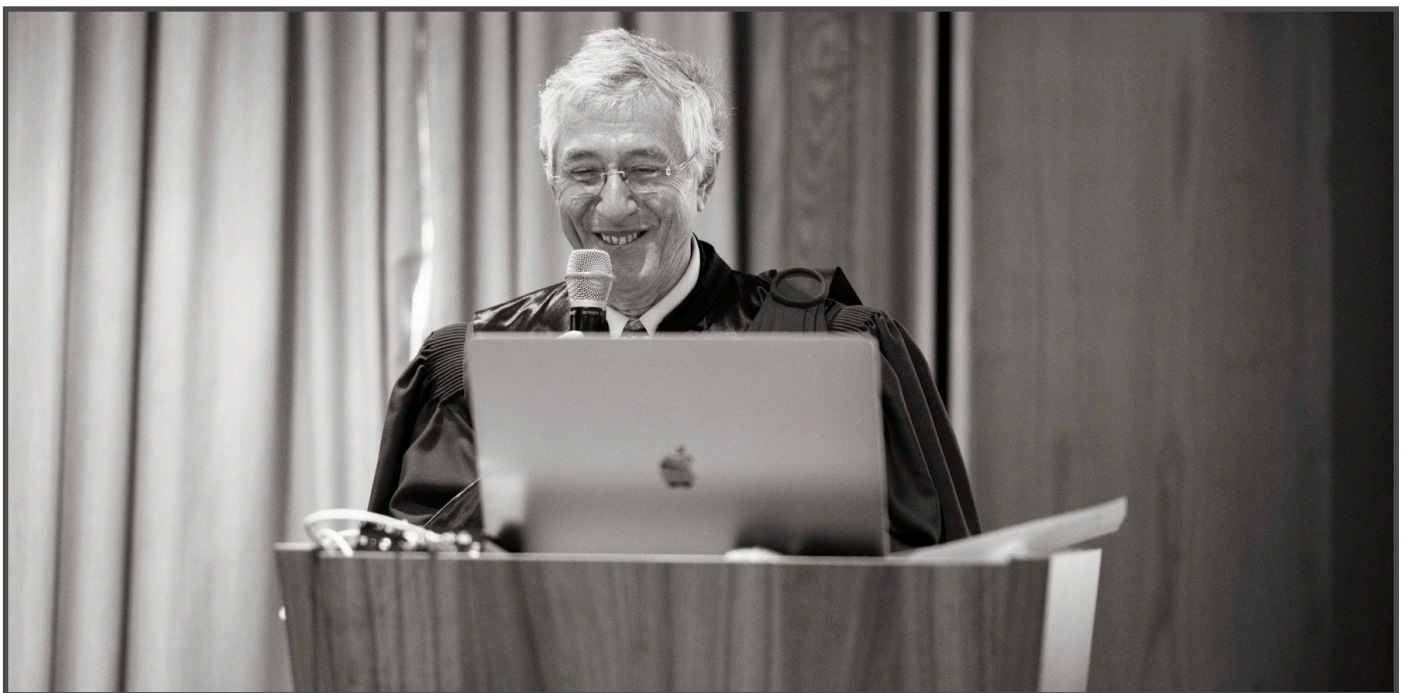
As an international academic organisation functioning as a network, we have set ourselves the single objective of organising a high quality and genuine Executive Doctorate in Business Administration for managers wishing to make an impact in a variety of ways.

Our agility, our international network operations, the quality of our faculty and support team, and the commitment of our doctoral students and alumni around the world enabled us to achieve AMBA accreditation in 2020, which strengthens our model, and encourages us to continue the work forward.

Today, doctoral training modules are delivered in English, French and German; in-person across 11 locations (Abidjan, Bamako, Bangkok, Casablanca, Dakar, Douala, Frankfurt, Geneva, Luxembourg, Paris and Shanghai) and by distance learning.

With nearly 250 doctoral candidates-managers representing **52 different countries**, more than a hundred professors, **133 successfully defended theses**, a collection of **46 books** written by its community of professors and doctors, Business Science Institute has become a reference in the field of DBAs at the international level.

Together, we will do our best to continue this amazing journey. The purpose of this activity report is not only to report on our progress, but also to lay the groundwork for us to continue moving forward.



# 1. Business Science Institute

## 1.1. Mission, Vision and Values of the Institution

Business Science Institute has a mission to achieve its vision and ensures that it remains aligned with our three core values: ethics and responsibility, sustainability, and diversity.

### 1.1.1. 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.

### 1.1.2. 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 an international network of professors.

### 1.1.3. Our values

#### Ethics and Responsibility

At Business Science Institute, we believe that a bottom-up approach is best (because ethical and responsible) by co-constructing knowledge with practitioners who become the source of that knowledge based on their actual managerial practice. We therefore take a very careful approach to plagiarism and academic integrity, and create the conditions required for transformative research that is grounded in practice, which can then be disseminated to other managers to transfer the knowledge created. This is also reflected in a commitment to achieving specialist certifications, the latest of which is the IRAFPA certification for academic integrity.

#### Sustainability

Business Science Institute has been a UNPRME signatory since May 2018. In the specific context of DBA participants as experienced practitioners and/or experts, the institution also has a clear understanding of its role in addressing the 17 UN Sustainable Development Goals as part of the PRME agenda.

Furthermore, electronic and digital communication between professors and doctoral candidates is encouraged for both seminars and individual instruction.



#### Diversity

Our doctoral candidates, graduates and professors represent more than 50 different nationalities. The composition of the faculty is sufficiently broad and balanced to meet the supervision requirements of an equally diverse and balanced participant base. Business Science Institute's links with the international academic world mean that it will continue to be able to meet the emerging needs of our doctoral candidates as they arise. Diversity is encouraged by offering three languages of instruction in French, English and German.

## 1.2. Governance

The governance of Business Science Institute is shared by three bodies: the Academic Steering Committee, the Strategic Committee, and Operational Academic Management.

### 1.2.1. Academic Steering Committee

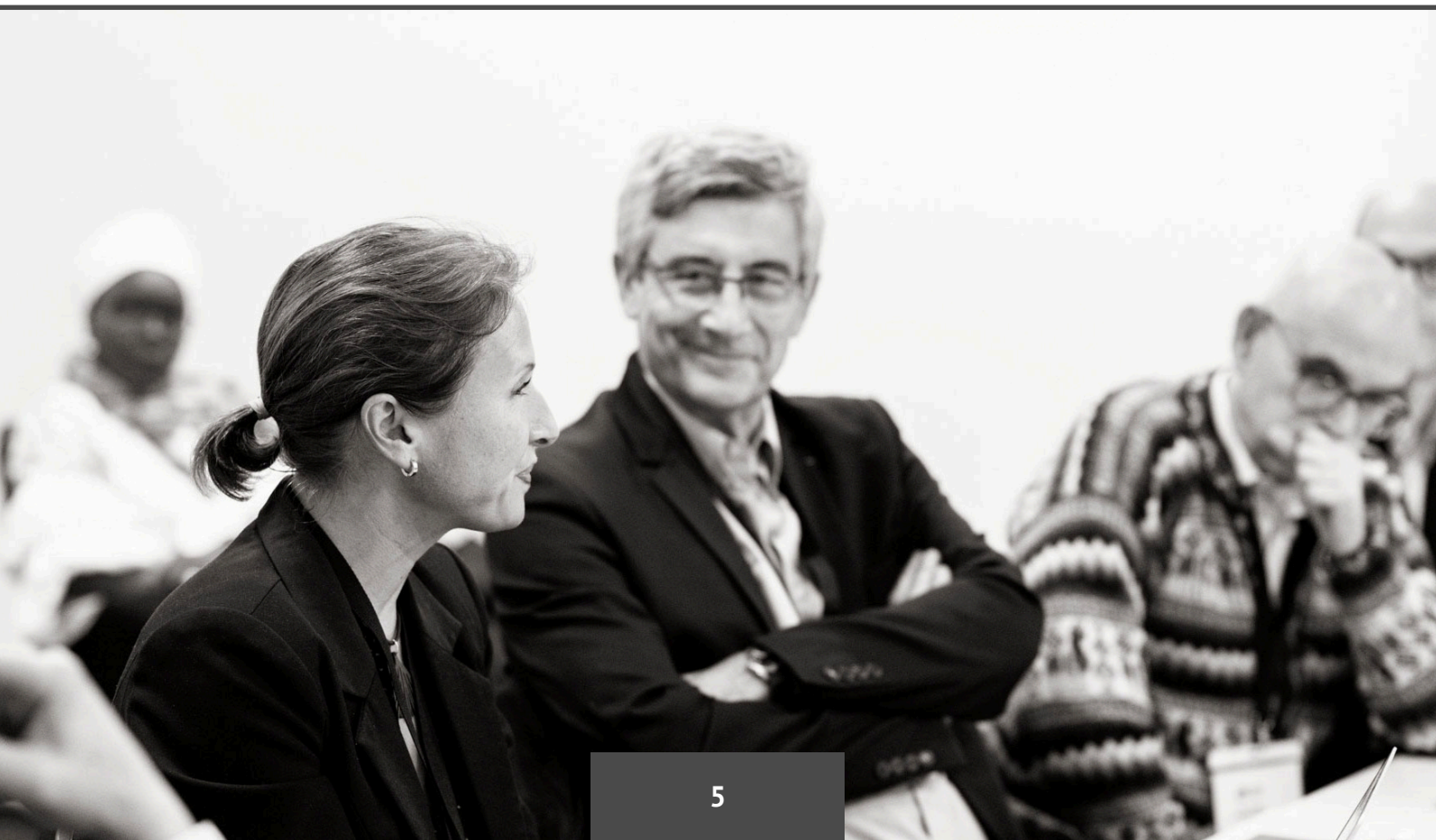
The Academic Steering Committee met five times in 2022, with discussions focusing on the recruitment of new professors and on revisions to the DBA programme syllabus and the teaching methods used. More specifically, the Academic Steering Committee was called upon to give its opinion on the organisation of the International Week, the graduation ceremony and the Management Impact Award. 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 progression of book publications within the Business Science Institute collection.

President: Prof. Jean-Pierre Helfer. Members: Prof. Anne Bartel-Radic, Prof. Paul Beaulieu, Prof. Marie-Christine Chalus-Sauvannet, Prof. Françoise Chevalier, Prof. Kiane Goudarzi, Prof. Nathalie Mitev, Prof. Damien Mourey.



### 1.2.2. Strategic Committee

Business Science Institute also benefits from the support of a Strategic 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, President and Founder of Xerfi Group and Editorial Director of Xerfi Canal; Alice Guilhon, Director General of SKEMA Business School and President of the French Chapter of Management Schools; Florence Legros, Director General of ICN Business School; Alain Vas, Vice-rector of the University of Louvain; Maurice Thévenet, ESSEC Business School, former General Delegate of the FNEGE.





### 1.2.3. Site & Track Managers

Our team of site & track managers plays an essential role in the academic leadership structure of Business Science Institute. As senior academics, they have a key responsibility for coordinating teaching, as well as supervising doctoral candidates.



**Prof. Damien Mourey**  
Executive DBA à  
distance (French)



**Prof. Christophe Torset**  
Paris



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



**Prof. Lars Meyer-Waarden**  
Bangkok



**Prof. Kiane Goudarzi**  
Shanghai



**Prof. Yvon Pesqueux**  
Bamako



**Prof. Pierre-Jean Benghozi**  
Abidjan



**Prof. Caroline Mothe**  
Geneva



**Prof. Fatou Diop Sall**  
Dakar



**Prof. Nathalie Mitev**  
Online Executive DBA  
(English)



**Prof. Mehdi Nekhili**  
Casablanca



**Prof. Emmanuel Kamdem**  
Douala

# 2. Executive DBA Programme

## 2.1. One programme, three languages, online or in person

Business Science Institute currently provides a single doctoral degree programme, the Executive Doctorate in Business Administration.

- The programme is delivered either **in person** or by **distance learning**.
- In both cases, it comprises 5 three-day modules in phase 1, and 3 annual follow-up seminars during phases 2 and 3.
- The programme is taught in **3 languages**: French, English, German, in person across 11 locations, or by distance learning.

Executive Doctorate in Business Administration	
Online <i>Worldwide</i>	In person <i>11 locations</i>
English	English - <b>Asia, Europe</b>
French	French - <b>Africa, Europe</b>
German	German - <b>Europe</b>

## 2.2. Partnerships

### 2.2.1. Partnership with iaelyon School of Management

Business Science Institute and the iaelyon School of Management have been partners since 2014 for the development of the Doctorate in Business Administration (DBA) programme. The DBA leads to the award of two qualifications: the Doctorate in Business Administration from the iaelyon School of Management, and the Executive Doctorate in Business Administration from Business Science Institute. Relations with the iaelyon School of Management are handled by Prof. Marie-Christine Chalus-Sauvannet.



Learn more



## 2.2.2. Partnership with ICN Business School for the launch of a DBA in Sustainable Innovation Management

ICN Business School is a Triple Crown (EQUIS, AMBA and AACSB) accredited institution, with locations in Paris, Nancy and Berlin. The programme is offered in English, and includes specific thematic seminars, as follows:

- Driving sustainable strategic leadership in an international environment,
- Sustainable marketing practices,
- Green and sustainable finance,
- New trends in sustainable supply chain,
- Sustainability in HRM,
- Sustainable behaviour in behaviour.



## 2.2.3. International partnerships

To ensure the smooth running of its on-site programmes, Business Science Institute has established international partnerships with nationally and internationally recognised institutions. In 2022, this dynamic will continue.

### Partnership with CAMPC: Executive DBA in person delivered in French on the Ivory Coast



The African Centre for Management and Executive Training (CAMPC) is an inter-state institution (Benin, Burkina Faso, Ivory Coast, Gabon, Niger, Togo). Its head office is in Abidjan, 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 degree apprenticeship programmes. In forty-six (46) years of activity, CAMPC has trained more than 30,000 African executives from some twenty countries. The programme is coordinated by an academic manager from Business Science Institute, Prof. Joseph Kaudhjis.



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



### Partnership with ISPRIC : Executive DBA in person delivered in French, Mali.

The Institute of Political Science, International Relations and Communications (ISPRIC) is a private higher education institution. It is a member of the International Network of Private Higher Education Institutions-CAMES (RIDEPEs-CAMES). ISPRIC welcomes students from the Ivory Coast, Senegal, Niger, Chad, Burkina Faso, Gabon, Cameroon, and elsewhere. The institution is specialised in “training elite leaders to 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 in person delivered in French, Cameroon.



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

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



### Partnership with ISGA: Executive DBA in person delivered in French, Morocco.

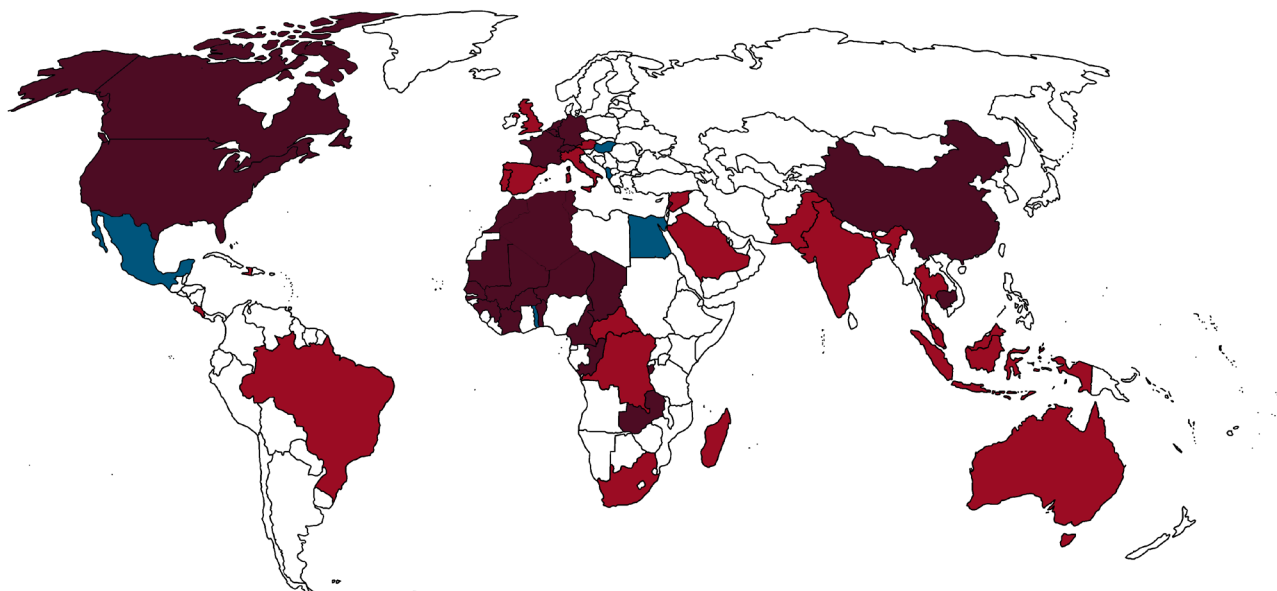
Founded in 1981, the ISGA Group is present in the major cities of Morocco, namely Casablanca, Rabat, Marrakech and Fez. ISGA has a network of 15,500 graduates working in the world of practice, and more than a thousand partner companies that have already recruited ISGA graduates. The programme is coordinated by Prof. Mehdi Nekhili, for Business Science Institute.



<https://isga.ma/>

## 2.4. Nationality of doctors/doctoral candidates and presence of in person cohorts

Business Science Institute graduates represent **31 different nationalities**. This figure rises to **48 for doctoral candidates**. When combined, the institution's doctors and graduates represent **52 different nationalities**. In addition to the distance learning cohorts, some fifteen in person cohorts are currently open throughout the world.



### Doctors

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

### Doctoral candidates

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

*Number of students*  
**237 doctoral candidates in 2022**

*Percentage in person*  
**63%**

*Percentage distance learning*  
**37%**

*Percentage by language (2021 / 2022)*

**French: 50% / 38.5%**

**English: 37% / 48.5%**

**German: 13% / 13.2%**

## 2.4. Theses defended and CRBA presented in 2022

In 2022, **24 doctoral candidates** successfully defended their doctoral thesis. **26 doctoral candidates** registered at Business Science Institute also presented their **Certificate of Research in Business Administration**.

### DBA Theses

In 2022 during the Business Science Institute International Week and Spring Impact Seminar, 24 DBA theses were defended. This was possible thanks to the active participation of 62 professors from Business Science Institute, who were members of the various examination panels.

**Carol Ann Aebi**, supervised by **Prof. Lapo Mola**.

*A Conceptual Model of a Stigmergic Information System Network for Social Sustainability: An Inductive Top-down Theorizing Approach. (English).*

**Raphael Bolsinger**, supervised by **Prof. Birgit Hagen**.

*Private equity as a succession instrument for medium-sized companies. (German).*

**Sidy Bouaré**, supervised by **Prof. Geneviève Causse**.

*The place of Islamic microfinance in local development financing: a case study of the Banamba commune in the Koulikoro region. (French).*

**Zahreddine Bouslama**, supervised by **Prof. Jean-François Gajewski**.

*The determinants of real estate investment: The example of the United Kingdom. (English).*

**Dominic Brach**, supervised by **Prof. Marco Heimann**.

*Firm performance of metal-producing companies: Empirical study of strategies and management activities among listed companies. (English).*

**Gérald Brandt**, supervised by **Prof. Michelle Bergadaà**.

*Governing in the storm: Structures, roles and interactions of hospital governance in health crisis situations / Exploratory research in the French-speaking Swiss hospital sector. (French).*

**Céline Cheval**, supervised by **Prof. Olivier Lavastre**.

*Perceptions and effects of responsible purchasing in an upstream supply chain: The case of Swiss watch and jewellery companies and their suppliers. (French).*

**Sougrinoma Bruno Dipama**, supervised by **Prof. Jean Desmazes**.

*Work performance in the public sector: the case of the National Assembly of Burkina Faso. (French).*

**Joseph Henri Ikori a Yombo**, supervised by **Prof. Yvon Pesqueux**.

*Practices and explanations of dividend distribution by Central African Economic and Monetary Community (CEMAC) banks. (French).*

**Laurence Leung Tack**, supervised by **Prof. Marc Valax**.

*Managing the aftermath of burnout in managers: Analysis of the logics of inter-hierarchical support and the contributions of mindfulness. (French).*

**Barbara Ofstad**, supervised by **Prof. Anne Bartel-Radic**.

*Boundary spanning in digital transformation: a mixed-method single case study about learning in a vocational education and training department. (English).*



**Stéphane Royer**, supervised by **Prof. Michelle Bergadaà**.

*A negotiation system for managers. (French).*

**Phay Som**, supervised by **Prof. Marco Heimann**.

*Financial performance of insurance companies in rapidly growing economies: the case of Cambodia. (English).*

**Ledoux Tchuisseu Ngongang**, supervised by **Prof. Emmanuel Kamdem**.

*Entrepreneurship of Cameroonians in Quebec: challenges and key success factors. (French).*

**Liang Rick Zhao**, supervised by **Prof. Lars Meyer-Waarden**.

*The impact of country culture on organizational commitment, job- and firm performance – An empirical investigation in Thai and Chinese automotive manufacturing firms. (English).*

**Mohamed Ben Helal**, supervised by **Prof. Christophe Fournier**.

*Negotiation, dissemination and implementation of CSR: The case of the Air France KLM Group. (French).*

**Monhamed Jean Compaore**, supervised by **Prof. Marielle Payaud and Prof. Michel Kalika**.

*Quality approach and good governance of insurance companies in the CIMA zone. (French).*

**Karine Demauras**, supervised by **Prof. Marie-Christine Chalus-Sauvannet**.

*What are the reciprocal learning trajectories in the relationship between entrepreneurs and business angels? The case of technology start-ups. (French).*

**Ahmed Samir Mohamed Elsheikh**, supervised by **Prof. Xavier Lecocq**.

*Digital services platform strategy: a qualitative system dynamics approach with grounded theory for platform-based ecosystems. (English).*

**Bob Lassissi**, supervised by **Prof. Jacques Thévenot**.

*The role of cooperatives in the integration of small producers in a fair trade agri-food chain: the case of cashew nuts in Benin. (French).*

**Martin Lemelle**, supervised by **Prof. Martin Cloutier**.

*Identifying and analysing the key success factors for maintainable organizational change: group concept mapping explorations in US Higher education. (English).*

**Thierry Mindjos**, supervised by **Prof. Damien Mourey**.

*Factors for the adoption of mobile money by small and medium enterprises: implementation in Cameroon. (French).*

**Hans-Jürgen Neumann**, supervised by **Prof. Heiko Hansjosten**.

*Agility as a reflection of personality and cultural characteristics in international organisations. (German).*

**Augustin Wandji**, supervised by **Prof. Damien Mourey**.

*Management in the African context and hypergrowth of business organisations in Cameroon. (French).*

## CRBA

26 Certificates of Research in Business Administration were submitted in 2022, and 22 were successfully presented. This was made possible by the participation of 46 professors from Business Science Institute as members of the examination panels and the involvement of the professors in supervising our doctoral candidates' research projects.

**Marius Dittert**, supervised by **Prof. Ulrike Mayrhofer**.

*Efficient cooperation between companies from the energy and housing industries. (German).*

**Silja Drewitz**, supervised by **Prof. Jean-François Lemoine**.

*Consumer Acceptance of Voice Commerce - An Empirical Study in Germany. (English).*

**Shixian Gao**, supervised by **Prof. Marco Heimann**.

*Portfolio management strategy with public offering of fund. (English).*

**Michael Heike**, supervised by **Prof. Damien Mourey**.

*Strategic management in the public sector using the example of Swiss municipalities. Recommendations for successful strategic public management. (German).*

**Jun Hong**, supervised by **Prof. Marco Heimann**.

*Selection of Financing instruments for large multinational corporations (MNCS) in China. (English).*

**Yunxia Huang**, supervised by **Prof. Marco Heimann**.

*Valuation of Chinese biomedical companies with the DCF-BS approach. (English).*

**Alexis Noël Kamdjou**, supervised by **Prof. Paul Beaulieu**.

*System of management and coordination of learning in action within communities of practice in the fight against malaria: the case of Cameroon. (French).*

**Khalil Khoreibani**, supervised by **Prof. Marc Valax**.

*A model for the relationship between Trust and Performance: A Qualitative Study of Business Process Integration and its Effects on Trust-Related Performance in Organizations in Côte d'Ivoire. (English).*

**Xiang Lan**, supervised by **Prof. Kiane Goudarzi**.

*Live Streaming in the Age of Attention Economy in China: How utilitarian, hedonic and social values influence trust and intention to purchase? (English).*

**Licong Liu**, supervised by **Prof. Christophe Fournier**.

*The dimensions of interfirm trust between Western suppliers and Chinese customers in China B2B market. (English).*

**Bérenger Piper**, supervised by **Prof. Laurent Weill**.

*The Impact of Changes in Regulatory Capital Requirements on the Lending Behaviour of Canadian Banks. (English).*

**Adrien Saleta**, supervised by **Prof. Frédéric Prévot**.

*How can companies in the diaspora's country of origin successfully attract talent? The case of Bosnia and Herzegovina. (French).*

**Mustafa Semlali**, supervised by **Prof. Rémi Bourguignon**.

*How the non-shareholder manager can develop their decision-making power through fundamental interpersonal attitudes towards the majority shareholder: A case study applied in SMEs in French-speaking Switzerland. (French).*

**Chenxi Shou**, supervised by **Prof. Kiane Goudarzi** and **Prof. Vincent Chauvet**.

*The drivers of customer-orientation: a case study of LC, a manufacturing company in Photovoltaics industry. (English).*

**Sarmuhabat Singh**, supervised by **Prof. Emmanuel Caillaud**.

*The zero-emission vehicle challenge in Australia: a qualitative study of forces and barriers in Victoria. (English).*

**Hengyuan Sun**, supervised by **Prof. Marc Valax**.

*The influence of Confucianism on enterprise team effectiveness. (English).*

**Ning Tang**, supervised by **Prof. Marc Valax**.

*How to Motivate Top Talents from All Walks of Life work as Volunteer for Non-profit Organizations. (English).*

**Olivier Tejerina**, supervised by **Prof. Aurélie Dudézert**.

*A better understanding of transversal competences and their impact on the employability of individuals; Representations of employers and employees & transversality between fields. Case study in the canton of Geneva (Switzerland), for university level professionals in the fields of Healthcare, Social Services and Economy & Services. (French).*

**Quoc Duy Vo**, supervised by **Prof. Sébastien Liarte**.

*Impacts of a change in institutional logic on value propositions in the business model: the case of radiology in Switzerland. (French).*

**Xuebo Wang**, supervised by **Prof. Frédéric Ponsignon**.

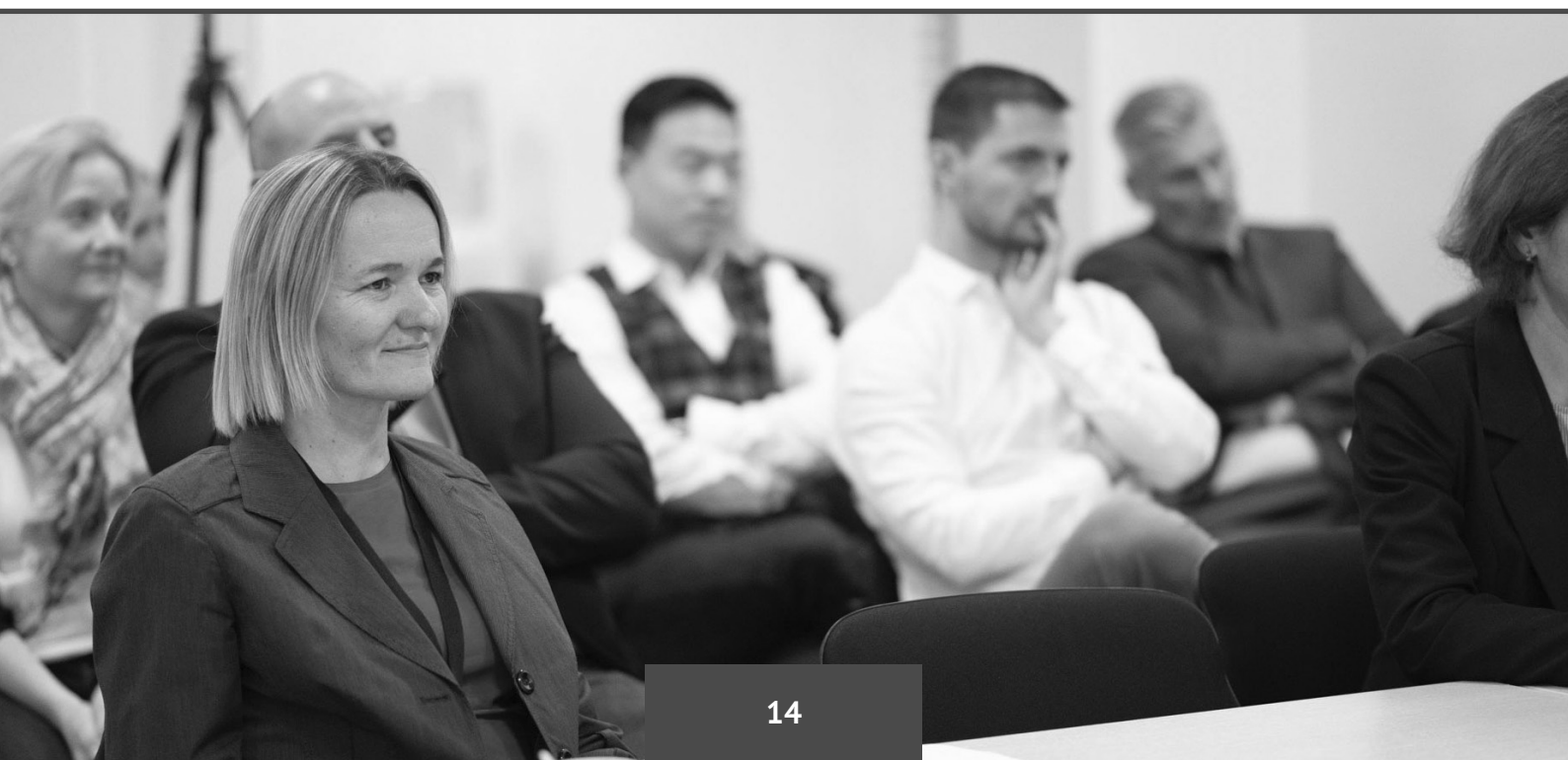
*Supply Chain Management in Chinese Biopharmaceutical Companies: what are the challenges and how to address them. (English).*

**Daniel Winkelmann**, supervised by **Prof. Thierry Burger-Helmchen**.

*Successfully shaping product launches: the odyssey into the future of the company. (German).*

**Hongmin Xu**, supervised by **Prof. Kiane Goudarzi**.

*How can international beauty brands benefit from influencer market of social media in Chinese market? (English).*





## 3. Doctoral Experience

### 3.1. A progressive and flexible programme

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

■ **Phase 1** focuses on:

- taught modules and the acquisition of the knowledge and methodologies required to carry out research,
- the choice of a thesis topic, guided by the candidate's individual project during the seminars and discussions with professors,
- the choice of a thesis director.

■ **Phase 2** is devoted to data collection and the writing of the thesis, under the guidance of a supervisor from the faculty team. A two-day Impact seminar and two one-day seminars, called follow-up seminars, are organised. At each follow-up seminar, the doctoral candidate presents their research project. In the 15 to 20 minutes allotted, they explain the research agenda and progress, as well as answer any questions.

■ **Phase 3** is spent writing the thesis and defending it publicly before a panel of professors. The doctoral candidate will also attend two follow-up seminars.

The actual duration of the Executive DBA thesis will depend on the doctoral candidate:

- Their availability,
- Their research ability, work ethic and writing skills.

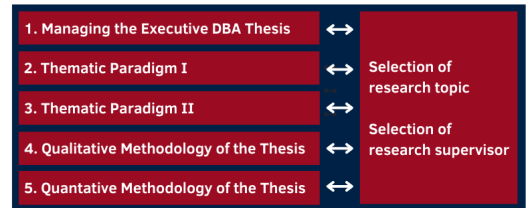
Each module is followed by a general evaluation based on the research projects submitted by the doctoral candidates and their presentations during the seminars. The thesis is assessed based on the examiners' pre-reports and the defence.

### 3.2. Pedagogy and support

The doctoral candidates are guided towards the defence of their Executive DBA thesis thanks to a pedagogical process that aims to ensure the command of in-depth management fundamentals and, through a gradually individualised approach, the development of a theoretical expertise on their research topic.

In this way, with the help of significant supervision time and a gradual, sequenced learning journey, the creation of knowledge is made possible by the confrontation between their professional experience and the theoretical foundations. Doctoral candidates also benefit from numerous resources and academic support offered by Aline, a doctor in Social Sciences, who accompanies them in their first steps in dealing with academic literature.

#### Phase 1 – Fundamental Seminars



Certificate of Research in Business Administration  
issued by the Business Science Institute

#### Phase 2



#### Phase 3



Awarding of the DBA  
by the Business Science Institute and Jaelyon School of Management

This pedagogical approach, combining the fundamentals of management with the candidates' extensive professional experience and the fact that their research project is grounded in their practice, allows for the creation of actionable knowledge that has multiple types of impact.

### 3.3. Resources available to doctoral candidates and faculty

Doctoral candidates and faculty members at Business Science Institute benefit from a range of resources. Firstly, they have access to international research databases.

They also draw on methodological resources such as the Sphinx software solution, which they are trained to use and for which they can also obtain individual methodological support.

The programme is made available via a Moodle platform, which gives candidates easy access to content throughout their doctoral studies.

They also benefit from access to the complete set of methodological books published in the Business Science Institute collection published by EMS, i.e., more than 40 books.



#### Two methodology books published in 2022:

Chevalier F., Cloutier M., Mitev, N. (2022). Qualitative Research: Voices in management sciences. EMS Editions, Business Science Institute collection.

Moscarola, J. (2022). Let Your Data Speak: Quantitative and Qualitative Methods. EMS Editions, Business Science Institute collection.

### 3.4. Alumni: Saper et Praxis Association

Saper et Praxis is the Business Science Institute Alumni Association. It aims to be a place for personal and professional development and to provide networking support by organising, for example, intra- and inter-promotional group building events. It also aims to be a channel of information for emerging manager-researchers in Business Administration, and a structure that links future doctoral candidates, current doctoral candidates, and Business Science Institute graduates. The coordination of the association is temporarily assured by Dr. Cédric Baudet (Geneva 1).



## 4. Faculty

### 4.1. Faculty members

The Business Science Institute is supported by a high-quality international network of faculty members, all of whom have experience of supervising research and an established track record of publications. To date, we have **168 professors** on the faculty, and **72 active professors** (i.e., involved in supervising theses). On average, our professors supervise between two and three doctoral students simultaneously.



Discover our faculty members



## 5. Impact of Research and Publications

### 5.1. Associate researchers

The Business Science Institute Academic Steering Committee, chaired by Prof. Jean-Pierre Helfer, initiated in 2020 a new status for doctors who are actively involved in publishing, called “Business Science Institute Associate Researcher”. After approval of their application by the members of the Academic Steering Committee, associate researchers can use this title in their publications, their posts on social media and on their LinkedIn profile for a period of 3 years. They also have access to Ebsco, Moodle and are given a “Business Science Institute Associate Researcher” business card for networking purposes.

Our Associate Researchers include Dr. Philippe Anhorn, Cédric Baudet, Dr. Malik Bouacida, Dr. Sébastien Bourbon, Dr. Constantin Dabire, Dr. Bécaye Diarra, Dr. Toubba Fall, Dr. Hédi Guelmami, Dr. David Hayes, Dr. Thierry Lamarque, Dr. Mohamed Laye, Dr. Masialeti Masialeti, Dr. Didier Mwewa Wa Mwewa, Dr. Papa Modou Ndiaye, Dr. Dramane Sidibe, Dr. Fadoua Tahari.

### 5.2. Business Science Institute collection

Business Science Institute has its own collection, published by Editions Management et Société. We distinguish between books by doctors, research books by the faculty, and books on DBA methodology.



#### 5.2.1. Books by faculty members and graduates in the Business Science Institute Collection at EMS

Doctors from Business Science Institute whose thesis examination panel recommends it, are invited to publish a reduced version of their thesis in the Business Science Institute Collection. This mechanism increases the impact of the knowledge produced by making it available to the greatest possible number of people, at an affordable price, and with a well-known and recognised publisher. Business Science Institute also initiates or supports joint research projects in which faculty members are involved and publishes books on DBA research methodology.

## In 2022

Chevalier F., Cloutier M., Mitev, N. (2022). *Qualitative Research: Voices in management sciences*. EMS Editions, Business Science Institute collection.

Kalika, M. (2022). *The man who makes data speak: Tribute to Professor Jean Moscarola*. EMS Editions, collection Business Science Institute.

Moscarola, J. (2022). *Let Your Data Speak: Quantitative and Qualitative Methods*. EMS Editions, collection Business Science Institute.

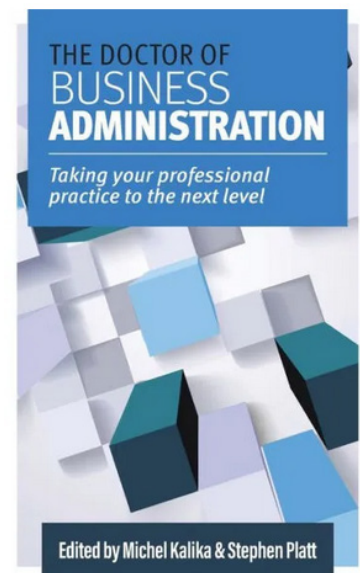
Teko, H. T., & Etogo, G. (2022). *Managerial Pluralism in Africa: Tribute to Professor Emmanuel Kamdem*. EMS Editions, collection Business Science Institute.



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

### 5.2.2. AMBA accredited DBA book

**The Doctor of Business Administration:** *Taking your professional practice to the next level*, edited by Michel Kalika, Founder and President of Business Science Institute & Stephen Platt, Head of Quality Assurance & Accreditation. This book has been written by professors and managers working in internationally accredited DBAs run by leading higher education institutions on three continents. It aims to explain why a development in DBA provision will happen and why more and more senior managers will decide to pursue such a unique doctoral programme. It also aims to answer many of the questions that prospective DBA candidates are likely to ask about the DBA programme and ultimately its impact.



### 5.2.3. Publications by manager-researchers in academic reviews

In some cases, thesis supervisors encourage manager-researchers to publish their work in peer-reviewed journals. The fact that doctoral candidates' research is grounded in their daily professional practice gives rise to new knowledge, which our thesis supervisors wish to bring into the traditional scientific conversation. This is a more conventional form of impact, showing how the work of DBAs is consistent with scientific rigour, and how its relevance is useful in questioning the traditional production of management knowledge.

## 5.2.4. Awards and distinctions

### Managerial Impact Prize

The Managerial Impact Prize is awarded during the Business Science Institute International Week. It rewards the thesis or theses that have the most significant managerial and societal impact. In this way, this prize keeps us aligned with the institutional conception of knowledge in management, which considers that the knowledge produced must be useful and actionable. On the occasion of the 2022 International Week, the Managerial Impact Prize was awarded to 3 new graduates, as presented below:

**Raphael Bolsinger** (Online German Language DBA n°1) for his thesis on “Private equity as a succession instrument for medium-sized companies” supervised by **Prof. Birgit Hagen**, University of Pavia, Italy.

**Céline Cheval-Calvel** (Geneva n°6) for her thesis on “Perceptions and effects of responsible purchasing in an upstream supply chain: The case of Swiss watch and jewellery companies and their suppliers” supervised by **Prof. Olivier Lavastre**, Grenoble IAE School of Management, France.

**Barbara Ofstad** (Frankfurt n°2) for her thesis on “Boundary spanning in digital transformation: A mixed-method single case study about learning in a vocational education and training department” supervised by **Prof. Anne Bartel-Radic**, University of Grenoble Alpes, France.





### 5.2.5. Promotion and dissemination of knowledge

In keeping with its philosophy of generating impact, Business Science Institute encourages graduates and doctoral candidates to publish the results of their work in professional and specialist journals. The institution has also created an in-house journal, the DBA Impact(s) journal, and disseminates new DBA knowledge through videos.

#### Website: Impact | Knowledge by Business Science Institute

The Impact and Knowledge by Business Science Institute website was launched in 2022 by Professor Jean-Philippe Denis, a member of the Business Science Institute faculty. The platform features contributions from the institution's doctors and faculty members, including original articles, republishable content, videos and podcasts.

A true showcase of Business Science Institute's impact, the platform features several hundred items of content. It is visited by many doctoral candidates and managers, but also by faculty members. It works in tandem with the DBA journal Impact(s), since Impact(s) articles are systematically republished there. The platform is very useful for the social media strategy, as it allows content to be centralised in a single space and does not create any confusion with the institutional site.

The content is systematically translated into three languages, English, French and German.

# Impact & Knowledge



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



## Impact & Knowledge

Français

English

Deutsch

Nous découvrir. Nous voir, nous écouter. Nous lire. Nous rencontrer. Nous écrire.



Découvrir le Doctorate in  
Business Administration  
(DBA)

## Online DBA Impact(s) Journal

The Business Science Institute online journal, DBA Impact(s), aims to promote the work of our manager-researchers in two ways:

- Videos in which manager-researchers present their research questions and their main managerial recommendations.
- Texts that present the academic aspect of their research, their main results and a “further reading” section that includes academic articles and books that allow for a more in-depth study of the topics discussed.

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

### Articles published in 2022:

Dr. Eustache Akpane. *How to increase the absorption of development project funds?* Thesis supervised by Prof. Julien Husson.



[Learn more](#)

Dr. David Larivière. *Individual preventative resilience, a weapon against the crisis.* Thesis supervised by Prof. Martin Cloutier.



[Learn more](#)

Dr. Paul Omandji. *Changing the entrepreneurial representations of recent graduates educated in a precarious context.* Thesis supervised by Prof. Christophe Schmitt.



[Learn more](#)

Dr. Oumar Soumaré. *Successful regional internationalisation in Africa.* Thesis supervised by Prof. Ulrike Mayrhofer.



[Learn more](#)

Dr. Stéphane Royer. *Achieving better agreements through a Systemic Model of Negotiation.* Thesis supervised by Prof. Michelle Bergadaà.



[Learn more](#)

Dr. Martine Story. *Anticipating tensions between a buyer and an investment fund*. Thesis supervised by Prof. Céline Barredy.



[Learn more](#)

Dr. Ledoux Tchuisseu Ngongang. *Challenges and key success factors for entrepreneurship by Cameroonians in Quebec*. Thesis supervised by Prof. Emmanuel Kamdem.



[Learn more](#)

## Special Xerfi Canal Report

For several years now, Business Science Institute has been encouraging its doctors and faculty members to promote their work via Xerfi Canal, a new media video channel for the dissemination of management knowledge. This is mainly done through the programme IQSOG - An Open Window on Management, run by Prof. Jean-Philippe Denis.

In 2022, a special Business Science Institute video report was produced with English subtitles.



## STRATEGIE & MANAGEMENT



Valoriser son expérience pratique au pays des grandes écoles  
Jean Bonchovi



Faire son doctorat depuis l'autre bout du monde !  
Martine Story



Comment le DBA m'a fait grandir et rendue encore plus fière et légitime  
Michel Kalika

## LES UNES



Enrichir sa compétence du management et de l'économie réelle avec un Doctorate in Business Administration  
Yves Pigneur

Michel Kalika



Sortir de sa zone de confort pour devenir un manager invincible  
Jean Elia

Yves Pigneur

## STRATEGIE & MANAGEMENT



Une entreprise académique étendue pour partager les connaissances  
Françoise Chevalier



J'ai fait mon doctorat tout en dirigeant une entreprise: c'est possible  
Jean Elia



C'est la voie royale d'accès aux élites dans le monde  
Lars Meyer Waarden



[Watch the interviews](#)



## 6. Events

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### 6.1. Spring Impact Seminar 2022

The first Business Science Institute Impact Seminar was held from 10 to 12 March 2022, at the Espace Vinci Conference Centre in Paris, in person and online. The event was marked by the enthusiasm of the participants who were finally able to meet again after two years of working at a distance due to the health crisis. The faculty members, alumni and doctoral candidates gathered on this occasion had the opportunity to learn about the latest news from Business Science Institute and to participate in numerous workshops and conferences.

### 6.2. International Week 2022

The Business Science Institute International Week was held from 28 September to 1 October 2022, with more than 300 participants attending over the four days.

The first day was devoted to the opening ceremony, project and book presentations, and the presentation of **26 Certificates of Research in Business Administration**. It ended with a meeting of the Professors in charge of sites and tracks.

The following day was entirely devoted to thesis defences, with research presentations by individual faculty members during the lunch break. In the evening, the faculty members were invited to meet with Jean-Pierre Helfer and Michel Kalika, to discuss the programme and the major developments of the institution.

More than **50 professors** were present at the meeting. Friday was the occasion to continue the thesis defences (**15 theses defended in total**), to listen to research presentations by members of the faculty which were organised in French and in English, and in parallel. In the evening, the Academic Steering Committee met.

Finally, 1 October concluded this annual high point at the Trianon Palace in Versailles, with the joint holding of the Graduation Ceremony and the Strategic Meetings Event, attended by representatives from the world of practice and academia.

**Overall satisfaction of participants: 9/10**



## 7. Accreditations and Achievements

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### 7.1. AMBA accreditation

Business Science Institute was awarded AMBA accreditation for a period of 3 years at the end of 2020 for the Executive DBA programme. An on-site visit is planned on 25 & 26 September 2023 prior to the International Week in Luxembourg, to evaluate the renewal of the accreditation. This will be yet another opportunity for us to pursue our commitment to international accreditation processes and continuous improvement by mobilising more than 50 colleagues (staff, faculty, students, alumni, external stakeholders).



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

### 7.2. IRAFPA certification

Business Science Institute is a partner of IRAFPA and adheres to 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 a space for international and interdisciplinary scientific meetings on fraud and plagiarism, to support natural and legal persons affected by academic fraud or plagiarism, to develop theoretical and applied research in these specific fields, and to develop and disseminate an expert methodology to combat fraud and plagiarism.



<https://irafpa.org/>

### 7.3. EDBAC membership

Business Science Institute has been a member of the Executive DBA Council since 2021. The Council, founded in 2011, is dedicated to fostering excellence and innovation in Executive DBA programmes around the world. Its goal is to provide exceptional networking and educational opportunities for professionals who serve and participate in Executive DBA programmes, including directors, academic directors, faculty, administrators, students and alumni.



<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 capacity 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 

The following table shows a summary of the number of Business Science Institute Doctorate in Business Administration theses that fall within the UN SDGs between 2015 and 2022.

	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	2						1	
2020	1	1	1	1				3	4	1		1					1
2021			1					2	5	1			1			1	
2022		1	1					6				1	1				1
Total	4	2	4	5	0	0	0	16	16	7	0	2	2	0	0	4	3
	6%	3%	6%	8%				25%	25%	11%		3%	3%			6%	4%

*Number of theses by UN SDG between 2015 and 2022*



Discover the UN SDGs



**OBJECTIFS**  
DE DÉVELOPPEMENT  
**DURABLE**



## 7.5. Dubai Ranking



Business Science Institute was included in the International Dubai Ranking of academic research programmes applied to business, carried out by the Association of DBAs (Doctorate in Business Administration) in 2020. 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. In 2021, the institution's presence in this ranking was confirmed at fifth place worldwide.



Learn more about the Dubai Ranking

## 8. Human Resources

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### 8.1. HR Policy

Business Science Institute is an international organisation operating as a network. Its HR strategy can be summed up by three guiding principles:

- **Flexibility:** To maintain a high level of responsiveness in line with our stakeholders' expectations, it is essential to be able to increase the volume of work when needed. It is also necessary, when required by the activity of the institution, to be able to decrease this volume of activity, in line with the cost control strategy. This applies to both faculty and support staff.
- **Engagement:** Belief in and commitment to the institutional project is a prerequisite for joining the Business Science Institute team. Sharing our vision of impact and knowledge creation is essential and helps to avoid incompatibility of vision between the management of the institution and the staff, 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 close links with industry and the world of practice. 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. Organisation and role of the support team

The administrative management of Business Science Institute is ensured by a support team of 10 persons, under the coordination of **Frédéric Branger**, the **Head of the Administrative and Pedagogical Programme**, who is also responsible for procedures. The support team is organised by field of expertise. However, to ensure responsiveness and a high quality of service to our doctoral candidates and professors, we work to develop versatility, particularly through training activities, upon suggestion by the President, or at the request of team members.

Members of the support team:

- **Aline** (Documentation and Research Support)
- **Caroline** (Alumni Relations Coordinator)
- **Catherine** (Administrative and Pedagogical Programme Manager)
- **Hugo** (Community Manager)
- **Maëlle** (Moodle Manager)
- **Michelle** (Photographer & Video Producer)
- **Ramunas** (Head of Video Production)
- **Samuel** (Communications)
- **Stephen** (Quality Assurance and Accreditations)
- **Sylvain** (Graphic & Motion Designer)
- **Yann** (Head of Information Systems)
- **Yasemin** (Administrative and Pedagogical Programme Manager & Applications and Website Manager)



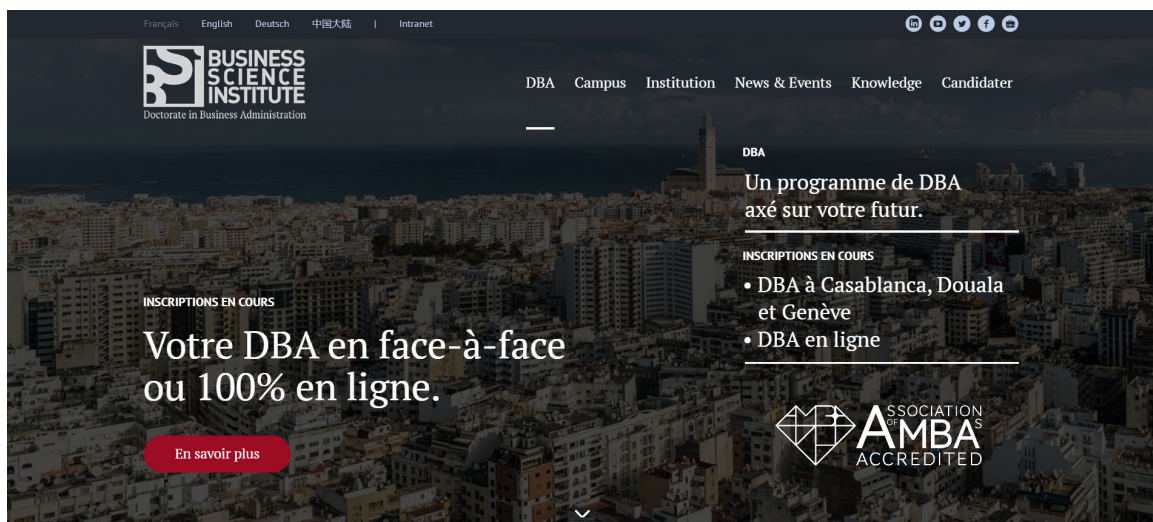
# 9. Marketing and Branding

## 9.1. Marketing Policy

The Business Science Institute marketing policy reflects the nature of the institution, insofar as it is in the process of development. Historically, the institutional website plays a major role, as does the newsletter. More recently, the institution has strengthened its commitment to social media by integrating other communication formats (TV, Xerfi special video editions, etc.).

## 9.2. Website

Business Science Institute has an institutional website that provides news, a detailed presentation of the DBA programme, and highlights the resources and dynamics available to doctoral candidates. The website is managed by Yasemin and designed and developed by Yann, the webmaster. In 2022, it was completely redesigned.



During 2022, the network's web presences were reviewed in terms of graphic design, user experience and the hierarchy of content on long pages. The menu was also restructured to facilitate access to the most popular pages. We also took the opportunity to update the photos and profiles. This work was carried out by the whole team thanks to the constructive feedback from graduates, students, and professors.

On the technical side, we have focused on making the site compatible with smartphones, which account for more than 70% of traffic. In addition, investments have been made to ensure that the network's sites are quickly displayed to Internet users thanks to points of presence around the world.

Yann



## 9.3. Newsletter

Since its launch upon the creation of Business Science Institute, 110 newsletters have been issued. The purpose of the Newsletter is to highlight the latest news about the institution and its members, in order to make them more widely known. The Newsletter is therefore designed to be both an HR and a marketing tool.



**12,553 Newsletter subscribers**

It is also an opportunity to give a longer written voice to Alumni, professors, doctoral candidates and members of the support team. Since 2022, the Newsletter has been redesigned in conjunction with the redesign of the website, and now functions more as a way of driving traffic to the website, which is where the content is centralised.

## 9.4. Réseaux sociaux

Business Science Institute has a social media strategy that aims to promote the quality of the programme, stimulate the participation of the Business Science Institute community online, and encourage cohesion and sharing within the community of professors, alumni and doctoral candidates.



576 subscribers  
**+14%/2021**

**Click here**



4519 subscribers  
**+24%/2021**

**Click here**



3602 subscribers  
**+1%/2021**

**Click here**

## 9.5. Other communication initiatives

In 2022, Business Science Institute approached Xerfi Canal to produce a series of videos highlighting its programme, alumni and professors.

In addition, 10 webinars were organised, either to promote a cohort or to open a face-to-face session, with more than 1,000 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.



<https://www.business-science-institute.com/webinaires-dba/>



**1,080 subscribers, i.e., +38% compared to 2021**

The YouTube channel currently has 1,080 subscribers.



**BUSINESS  
SCIENCE  
INSTITUTE**

**Doctorate in Business Administration**

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