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NEWSLETTER

New Year's Greetings from the President - AMBA Accreditation - Reorganisation of programmes as of January 2021 - Interview of the Month - Focus on the German-language Executive DBA - New Members of Faculty - Alumni - Survey: Lockdown N°2 and then what? - Publications - Videos - Admissions – Management Research News.

NEW YEAR'S GREETINGS FROM THE PRESIDENT

2020 has been a real challenge for [Business Science Institute](#) and, thanks to the confidence of our students, the support of our professors and the admin team, we are optimistic about 2021.

2020 will have been highlighted by a series of achievements that reinforce our unique model of a networked international academic organisation devoted to the organisation of a single DBA programme. These achievements include obtaining [AMBA](#) international accreditation, being ranked 4th overall in the [Dubai DBA global ranking](#) and 2nd for innovation; the successful organisation of the online International Week with 23 thesis defences, 44 certificates of research, the conference given by Professor [Yves Pigneur](#) (Business Science Institute's first-ever Doctor Honoris Causa); the opening of a group in [Shanghai](#); the participation of 20 colleagues in the [IQSOG/Xerfi videos](#) [Series - Facing the Covid-19 crisis] and our partnership with the [ARTIREV](#) project.

2020 has also seen [Business Science Institute collection](#) at ems editions grow with the addition of several individual and joint publications: [Grounded Management Research](#), [New Contexts and New Perspectives in Africa](#), [The Impact of the Crisis on Management](#), [Overcoming Uberization through Knowledge Asymmetry and Cognitive Rent](#), [The DBA Thesis Project in Practice](#).

business-science-institute.com/category-product/books/

Thank you all for your continued support.

Happy New Year 2021.

I look forward to seeing you again soon,

[Michel Kalika](#)

President of [Business Science Institute](#)

AMBA ACCREDITATION



2020 is coming to an encouraging end with the achievement of [AMBA](#) accreditation for a period of 3 years for [Business Science Institute's Executive DBA programme](#).

Read below an excerpt from the report by AMBA's 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 Schools ability to address global issues.”

For Professor [Michel Kalika](#), President of [Business Science Institute](#), "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".

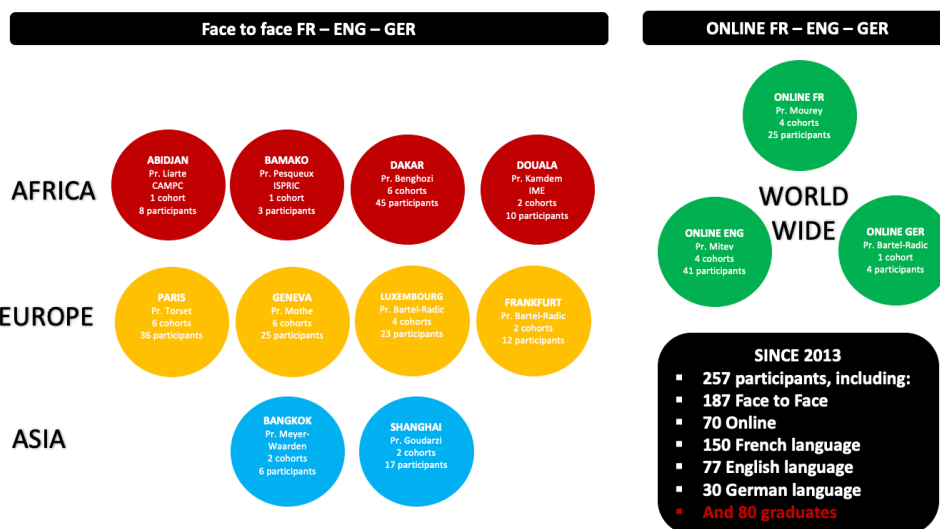
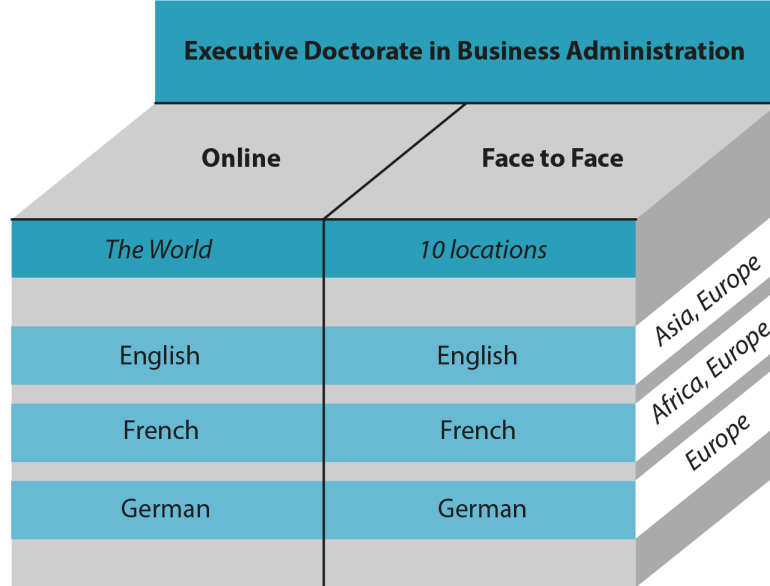
Reorganisation of programmes as of January 2021

As 2020 draws to a close and as part of our accreditation initiatives, we have reorganised our DBA provision for 2021.

[Business Science Institute](#) now offers an [Executive Doctorate in Business Administration programme](#) with the following characteristics.

- Programme delivery is either **face-to-face** or **online**.
- In both cases, there are five 3-day modules in the first year and three annual follow-up seminars in the following years.
- The programme is taught in 3 languages: **French, English, German**, either by face-to-face delivery or distance learning.

The face-to-face programme is available in ten locations throughout Europe, Asia and Africa.



INTERVIEW OF THE MONTH



Interview with Professor [Anne Bartel-Radic](#) member of the Academic Committee and Faculty Fellow at [Business Science Institute](#).

Aline: Hello Professor, could you briefly introduce yourself to our readers?

Anne Bartel-Radic: Hello! I'm Full University Professor of Management Sciences at Sciences Po Grenoble / University Grenoble Alpes, specialising in International Management. My research themes are at the crossroads of strategic management, organisational theories and HR management, but always from an international perspective. I'm currently supervising 6 PhD and 5 DBA candidates, and I take great pleasure in these collaborations and the research that we carry out in this small, very international team. I also manage the Social Sciences Research Centre at the University of Grenoble

Alpes and as such I'm part of the extended team of the University's Research and Innovation Vice-Presidency. Within the Institute of Political Studies, I chair the Scientific Committee and co-manage a Master's degree course in Management and Business Administration. I'm also a member of the Board of Directors of the Atlas-AFMI Scientific Association (Association Francophone de Management International).

Aline: *What led you to join Business Science Institute?*

Anne Bartel-Radic: *I'm German and have been living in France for 25 years. Being fluent in German had been of little use to me during my career in France - until 2018, when Professor Kalika offered me the opportunity to lecture at a seminar for the second German-language cohort in Luxembourg. I accepted with great pleasure, because I enjoy teaching and supervising research very much - even if doing it in German was initially a challenge! I really enjoy the collaboration with doctoral student managers with "field" experience, working with them is mutually rewarding! For about a year and a half, I've been coordinating the German-language groups at Business Science Institute. The face-to-face group "moved" in 2019 from Luxembourg to Frankfurt, and in 2020 we opened a German-language "online-DBA" group. I really appreciate the organisational culture of Business Science Institute, a network based on mutual trust and which allows us to demonstrate our entrepreneurial streak and develop programmes that are adapted to different countries!*

Aline: *How is the DBA perceived in Germany?*

Anne Bartel-Radic: *In Germany, unlike France, the title of "Doktor" is important for access to top-level positions in companies. However, a "traditional" programme of study at a university requires a full-time commitment of at least five years or even more - which is obviously incompatible with a career in a company. Part-time DBAs are therefore increasingly sought after in Germany, and there is a strong demand for them. Our programme is one of the few to be conducted entirely in German, which is a great advantage. Another difference between France and Germany is that titles, particularly that of doctor, are officially "worn" there, even in identity papers. The recognition of the DBA as a "real doctorate" is therefore essential for German doctoral students. The Business Science Institute's AMBA accreditation will be very useful in attesting to the quality of the programmes, but even before it was obtained, the experience of the first German graduates of the LUXDE1 cohort in 2020 has shown that our DBA is well recognised in Germany.*

Aline: *So, the approach to studies is not the same in the two countries?*

Anne Bartel-Radic: *That's right! Whereas 80% of an age group in France passes the baccalaureate, only one third of young Germans obtain the "Abitur". In Germany, it is common to start one's working life with an apprenticeship in a company, and to train throughout one's life. And this continues up to the highest level of study, at doctoral level. These careers, which are firmly embedded in the company, lend themselves particularly well to the grounded research that doctoral students carry out during their DBA!*

Aline: *Your research focuses on intercultural management - how do you see this field? Is it still relevant in our globalised world for a new generation of managers?*

Anne Bartel-Radic: *Of course, globalisation and digitalisation have completely transformed the way interculturality is experienced, both at work and in private life. But intercultural management still involves many issues that research should help to better understand. Two perspectives structure the field of intercultural management: one aims at understanding the cultural specificities of management and organisations, and at describing cultural differences. This is a perspective that I have personally invested less in my research, but it is clear that globalisation has not erased cultural differences! The other perspective analyses interactions in the context of cultural diversity; my research aims in particular to better understand these dynamics. These interactions are increasingly taking place digitally, which raises new questions. This is far from being obvious or "natural" for managers, including the younger generations. We are also currently working on new training methods for these themes, through serious digital games.*

Aline: *Business Science Institute has recently been commended by AMBA for the work of its doctoral students on their thesis topics, which are very often geared towards the UN SDGs (Sustainable Development Goals). Among the doctoral students in the German-speaking DBA programmes, are there any thesis topics that impressed you in this respect?*

Anne Bartel-Radic: *We can but welcome the fact that half of the theses defended so far at Business Science Institute clearly relate to at least one SDG. German doctoral students are also contributing to this. In September 2020, Jens Höllermann, a doctor from the first German-language cohort, won the Business Science Institute's Managerial Impact Award for his thesis on ESG (Environmental, Social and Governance) criteria in finance! Others are working on volunteer management, or on raising the standards of professional education. Our research on intercultural teams aims to contribute to the SDG (Sustainable Development Goals) objective "collaboration for the goals": how to work together to achieve crucial contemporary environmental and societal goals.*

Aline: *An increasing number of candidates are choosing the online programme in German. Is this just a trend in view of the crisis generated by the current pandemic, or is it an underlying trend?*

Anne Bartel-Radic: *In 2020, 10 students started their thesis in the Frankfurt 2 face-to-face group, and 5 online. But the two groups are far from being strictly separated: since the seminars of the face-to-face group have also been held at a distance since the beginning of the COVID-19 pandemic, and we invite the "online" doctoral students to join us whenever they wish, at least for informal exchanges after classes. And in the face-to-face group seminars, many professors use the digital resources developed for online courses as a back-up. I am a great believer in these hybrid formats, which create ideal learning conditions and adapt very easily to unforeseen events such as the current health crisis.*

Aline: *You are currently supervising 5 Executive DBA theses, what are the profiles of your students?*

Anne Bartel-Radic: *I supervise the theses of doctoral students from different cohorts. Two doctoral students are part of the LUXDE 2 cohort, they started in 2018 and are currently finalising and writing their theses, which deal respectively with business model innovation in companies in the consumer goods sector, and the sale of "knowledge intensive business services". Within the Frankfurt 2 cohort which started in 2020, I'm supervising the work of two doctoral students who are working on leadership and change in vocational training. Finally, I'm also supervising a thesis in the Digital DBA in English. The profiles are varied, some are company managers, others executives in industry or service and consulting companies.*

Aline: *And to conclude, if you could go back in time with hindsight, what topic would you have chosen for your doctoral thesis?*

Anne Bartel-Radic: *My thesis was on the organisational learning of intercultural competence, so it deals with three themes that I find fascinating: learning, organisations and interculturality. I defended it in 2002, so I started this work more than twenty years ago, and today the world has changed a lot, particularly through digitalisation. But if I had to do it all over again in the same historical context: I might do it differently in some respects, but I wouldn't change anything about it! I find it very important to choose research topics that are of great interest to you - working on these topics then becomes a pleasure! This is a piece of advice I give to doctoral students: choose a research topic that is topical and useful, but also one that you are passionate about!*

FOCUS ON THE GERMAN-LANGUAGE EXECUTIVE DBA

[Business Science Institute's German-language Executive DBA](#) is coordinated by Professor [Anne Bartel-Radic](#).

Spotlight on a few key dates:



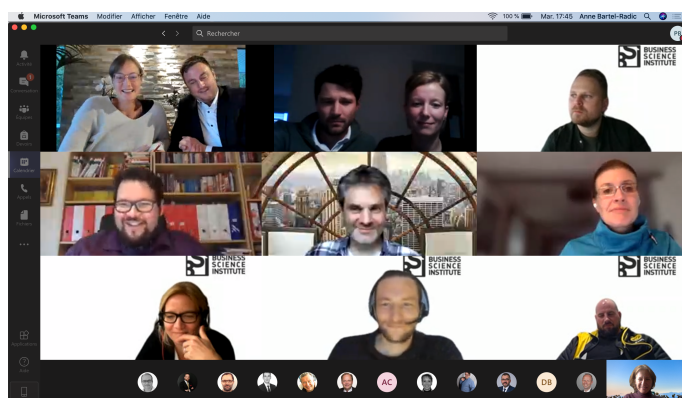
Summer 2020: opening of the German-language online-DBA; currently 5 doctoral students enrolled (including 1 woman).

2019 and 2020: 1st and 2nd Frankfurt cohorts with 12 doctoral students (including 2 women).

2018-2021: 2nd Luxembourg cohort with 7 doctoral students (including 2 women) who are currently finalising their thesis.

2017-2020: 1st Luxembourg cohort with 7 doctoral students (including 1 woman) who defended their theses after 3 years last September.

For Professor [Anne Bartel-Radic](#), it is also important for doctoral students to be able to meet each other within their group, but also between groups, in order to nourish their network and discuss their respective research.



Meeting of the German doctoral students of the different groups, September 2020.

NOUVEAUX MEMBRES DE LA FACULTÉ



Jean Biwolé-Fouda

Jean Biwolé-Fouda is Full Professor at the [University of Ngaoundéré](#) (Cameroon) and Vice-Rector in charge of internal control and evaluation. He was previously Deputy Director of the School of Economic and Commercial Sciences at the University of Douala (2018) and Vice-Dean in charge of research and cooperation at the Faculty of Economic Sciences and Management at the University of Yaounde II, from April 2014 to March 2018. His research themes focus on social responsibility, financial performance and organisational theory in the African context. He is the author of numerous articles in renowned international journals and co-published in 2018 with G. Causse and A. Ngantchou, *“[Théories des Organisations Africaines, Perspectives Organisationnelles](#),”* (African Organisation Theories, Organisational Perspectives), published by L'Harmattan. He is also the author of the chapter *“Pour une recherche enracinée dans le contexte entrepreneurial africain: quels concepts et quelle théorie de management stratégique?”* (Grounded research in the African entrepreneurial context: what strategic management concepts and theory?) published in the book directed by E. Kamdem, F. Chevalier and M. Payaud, *“[La recherche enracinée en management. Contextes nouveaux et perspectives nouvelles en Afrique](#)”* (Grounded Management Research: New Contexts and Perspectives in Africa). published by EMS Editions in the [Business Science Institute collection](#).



Andreas Kallmuenzer

Originally from Germany, Andreas Kallmünzer has been Professor of Entrepreneurship and Strategic Management at [Excelia Business School](#) since 2019. He holds an Habilitation to Direct Research (HDR) and a PhD in Business Management from the University of Innsbruck in Austria. He has carried out numerous research visits to international business schools and universities, including the [University of Southern California](#) (USA), the [Jönköping International Business School](#) (Sweden), the [University of Queensland Business School](#) (Australia) and the [University of Cadiz](#) (Spain).

Prior to his academic career, he worked for several years as an entrepreneur in the tourism industry. He is affiliated with the Tourism Research Centre of the University of Innsbruck and the Travel and Tourism Research Association (TTRA) Europe.

His research explores entrepreneurial attitudes, family businesses/SMEs, CSR and tourism management. He has published more than 20 articles in leading international scientific journals such as Tourism Management, Journal of Business Research, Journal of Family Business Strategy, International Journal of Hospitality Management, International Journal of Contemporary Hospitality Management and Journal of Sustainable Tourism. He also co-edits special issues of journals and conference proceedings and is a member of the editorial boards of more than 30 journals, conferences and books.

See his full profile.

[Voir son profil complet.](#)

ALUMNI

The Business Science Institute's Alumni team sends its best wishes to DBA graduates from Albania, Algeria, Belgium, Benin, Burkina Faso, Burundi, Cameroon, Canada, Chad, Congo, Ivory Coast, Germany, Guinea, Lebanon, Luxembourg, Mali, Mauritania, Mexico, Morocco, Netherlands, Niger, Senegal, Singapore, Switzerland, Togo, Tunisia, the United States and even France...

What a network!

I recently asked one of you if he already knew someone on the programme so that I could put them in touch if he agreed. I was really surprised when he answered: "but it is on my advice that he enrolled". They were not from the same country, but they were close in terms of their profession, and the Doctor had shown the right instinct!

What an asset!

We would like to stay close enough to you to inform you but also for you to keep us informed of your initiatives, so that we can perhaps share them with you (LinkedIn, social networks, etc.). Let us know when you change jobs or your address. Let's keep the network as vibrant as possible.

We will not fail to consult you via surveys or other means (joint publication). Please reply, even if it is only very briefly.

Good luck to everyone - let's stick together.

Find out more about your Alumni network: are you familiar with the American expression "purple squirrel"? Did you know that one of the Doctors of the Business Science Institute created his company with this

name?

Caroline

Alumni Relations Coordinator, [Business Science Institute](#).

Read **Caroline's** interviews in the Business Science Institute newsletters (n°75, September 2019) and [Cédric Baudet](#), President of the Business Science Institute Alumni Association (n°88, December 2020).



News

Thesis presentations

[Dr Raguiata Bah discusses the situation of senior citizens in banks.](#)

The director of studies and research at BCRG, Dr. **Raguiata Bah** ([Dakar Cohort No. 4, 2017-2020](#)), presented on 9 December 2020, the results of her thesis research "The determinants of job retention of seniors: between employability and management of job insecurity", in the presence of the governor of the Central Bank of the Republic of Guinea (BCRG) Louncény Nabé and representatives of academic and banking institutions from across the country.



[Le Dr Guy Laurent Fondjo vante la portée des MUFFA et MC2](#)

Dr **Guy Laurent Fondjo** (DBA à distance cohort n°2, 2018-2020), currently CEO of Afriland First Bank Guinea and President of the Association of Banking Professionals in Guinea, presented to the Central Bank of the Republic of Guinea, his doctoral thesis on microfinance "How can participatory and self-centred management of microfinance structures contribute to poverty reduction? Case of the Republic of Guinea".



Dr. Hédi Guelmami:

A national competency with an international reputation

Modern

approaches and scientific methods in focusing health systems and business administration in the health care sector has become a major factor for the success of these health systems, considering the important role of business administration experts and leaders of quality and governance in the health sector, we singled out Dr. Hédi Guelmami, a national and international competencies, to be the guest of the Portray in this issue of our HMT Magazine, so: Who is our guest and what have been the most prominent milestones in his scientific and practical career so far?

Who is Dr. Hédi Guelmami?

Hédi Guelmami is a medical doctor who graduated from the Faculty of Medicine in Tunis and is a recognized competency in emergency medicine

He holds a third stage in hospital management and sanitation, a doctorate in business administration from the University of Luxembourg in 2015, a master in business administration from Sorbonne university and a doctorate from the University of Lyon in the specialization of health institutions management in 2017. He has experience at Tunisian Hospitals in the field of anesthesia, resuscitation and emergency, and a long experience in the management of private clinics extending to more than For fifteen years, he worked as a medical director, a general director, and a chief general manager in a private clinic group

This has been enhanced by the big number of higher scientific degrees achieved along with a notable experience in the field of health institutions management, which he invested in developing his own career by joining the Canadian Commission for Health Accreditation and Certification as a visiting expert, which is an international activity directed to Belgium and Luxembourg in the quality and certification system in addition to his participation in a program developed by the European Union to edit the first A book in the field of governance for health institutions in Tunisia. Dr. Hédi Guelmami was chosen by the European Union in collaboration with German international cooperation Agency to be a member of a team of five experts who have drafted the guideline book for certification and accreditation of health institutions in the public and private sectors in Tunisia. It is directed to the second and third line represented in regional hospitals and university hospitals. His contribution to this book was by drafting the part of the treatment path related to the patient from his admission to the hospital until his discharge from it by setting up a tight system that controls the quality conditions in the treatment system for the benefit of the patient with international standards level

Then, after this experience, he was chosen to head a group of experts to voluntarily work with the team of the National Authority for Accreditation and Certification in the health sector

to work on activating the method that was formulated in the certification and accreditation guidelines that we mentioned previously, and a committee of experts consisting of 12 members which was settled as an independent committee to be The neutral party that supervises the development of international standards for the National Authority for Certification and Accreditation in the health sector

Our guest is member of Tunisian doctor's order and he recently obtained a membership as a general researcher from the BSI Luxembourg among 10 international experts.

He is the author and co-author of several books such as Hospital Administration and Director's Handbook (editions EMS 2016) and knowledge creation by managers (EMS 2015 Editions)

“
Dr. Hedi Guelmami was chosen by the European Union in collaboration with German international cooperation Agency
”



Interview
with [Malik Bouacida, Geneva cohort n°3, 2015-2018](#)

Aline: Hello Doctor Bouacida, could you

introduce yourself briefly to our readers?

Malik Bouacida: I have been teaching at the University of Strasbourg for 20 years. After a traditional university education in management, I joined the University of Strasbourg. I am also in charge of a Master's programme at the Strasbourg School of Management, where I had the opportunity to develop several university cooperation projects with Algeria, such as the relocation of Master's programmes and the creation of EM Alger Business School, a management school accredited by the Algerian Ministry of Higher Education.

Aline: You are a doctor graduate of Business Science Institute (Geneva Cohort No. 3, 2015-2018) and you have published your thesis in the Business Science Institute's collection at EMS editions*. What impact has

this DBA had on your career?

Malik Bouacida: *My doctoral studies, supervised by Professor Ulrike Mayrhofer, were the result of a long and careful process of reflection. After several years spent teaching and setting up projects with Algeria, I wanted to give a more professional orientation to my career, grounded specifically in the experience I had acquired. The choice of the DBA was quite natural because it offered me the opportunity to do useful research on a current managerial issue that I am passionate about. The publication of my work, of course, contributed to giving visibility to a very topical issue in Algeria and more generally in the countries on the southern shore of the Mediterranean. Today, it is a benchmark academic textbook, dedicated to the very important question of the performance of Algerian-foreign joint ventures.*



Aline: *You are a coordinator in Algiers for the Business Science Institute, could you tell us more about your role?*

Malik Bouacida: *We are the veritable intermediary for Business Science Institute in Algeria. This role aims, on the one hand, to make the Business Science Institute's DBA programme better known in Algeria and, on the other hand, to inform and guide Algerian executives interested in this programme. Several Algerian executives are currently following the course in Europe and others have successfully completed their DBAs. There is a real interest among Algerian executives for this top-class programme. Unfortunately, for obvious reasons, some of them do not necessarily have the possibility to travel. Therefore, together with Professor Michel Kalika, we thought it would be a good idea to offer this programme actually in Algeria.*

Aline: *Do you have any other project on the go at the moment?*

Malik Bouacida: *I do indeed have several academic and professional projects in the pipeline. As a follow-up to the book published in 2018, I have just carried out a large study among Algerian managers on the role of trust in the success of JVs and on the conditions for inter-organisational knowledge transfer. I am also engaged in a research programme with Italian colleagues. In particular, we are working on the contribution of micro-enterprises to economic development in southern Mediterranean countries.*

** [Les conditions de réussite des joint-ventures internationales en Algérie](#), éditions ems, [collection Business Science Institute](#), 2018, 144 p. (Key Success Factors for International Joint Ventures in Algeria).*

LOCKDOWN N°2 AND THEN WHAT?



After the two-part survey carried out on the impact of the crisis, which led to the publication of the book "[L'impact de la crise sur le management](#)" (*The Impact of the crisis on management practice*), published by ems, [Business Science Institute](#) is launching a new survey "Lockdown N°2... and then what?" led by professors [Aurélié Dudézert](#), [Chantal Führer](#), [Florence Laval](#), [Olivier Lavastre](#) and [Jean Moscarola](#).

[Answer the survey](#)

WEBINARS

A DBA in Paris or online? Let's talk about it! ([Un DBA à Paris ou à distance ? Parlons en !](#)) 10 December 2020.



[Executive DBA in Bangkok? Turn your experience into knowledge!](#) 12 December 2020.



PUBLICATIONS

[Caroline Mothe](#), [Jean-Christophe Bogaert](#), "[Ambidextrie adaptative et environnement dynamique : étude longitudinale d'une PME](#)", (*Adaptive Ambidextrousness and Dynamic Environment: A Longitudinal Study of an SME*) *Management International* vol 24 Numéro spécial, décembre 2020.

The temporal effect of organisational ambidextrousness on the lifespan of organisations remains under-researched, especially in a dynamic environment. Our longitudinal study 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 throughout its history the company has been able to maintain high exploration and exploitation intensities and adapt them to the many changes in its environment, mainly thanks to the network. We show that an adaptive ambidextrousness can be maintained dynamically by combining different types of ambidextrousness through organisational plasticity and a combination of fundamentally different approaches in the short and long term.

[Michel Kalika](#), & Gordon Shenton, "[Measuring business impact: the lessons from the business schools](#)", *Corporate Governance: The International Journal of Business in Society*, 2020.

The purpose of this paper is to present an example of a fully operational impact assessment system called Business School Impact System (BSIS). It is designed specifically for business schools with a particular emphasis on their local and regional impact. Since its creation, the process has been adapted to schools of engineering and indeed to entire universities. The question of its relevance to all organisations is on the table.

Yanyan Chen, Timo Mandler, [Lars Meyer-Waarden](#), « [Three decades of research on loyalty programs: A literature review and future research agenda](#) », *Journal of Business Research*, [Volume 124](#), January 2021, pp. 179-197.

Loyalty programs (LPs) are an important marketing instrument used to promote repeat purchases and customer relationships. Although numerous studies have shed light on the adoption, design, and outcomes of LPs, research that reviews the accumulated knowledge in a holistic manner is sparse. Against this background, this study reviews 131 LP-related articles following the Theory–Context–Characteristics–Methodology (TCCM) review protocol. By considering the theories, contexts, characteristics, and methodologies used in LP research, this study (1) paints the most comprehensive picture of the field to date and (2) develops a future research agenda to help advance the field further. Our review reveals that existing studies mostly rely on status-based, inertia-based, or relationship-based mechanisms to theoretically explain LP-related effects, while multi-theoretical perspectives are rare. LP research focuses strongly on a few key industries, such as retail, airlines, and hotels, but lacks insights into the design and outcomes of LPs in online and B2B contexts. Furthermore, we diagnose a need for more research on the role of competition among LPs and the impact of recent technological advances on LP management.

Christophe Schmitt, *Nouvelles perspectives en entrepreneuriat. Du modèle du télégraphe au modèle de l'orchestre*, (New perspectives in entrepreneurship. From the telegraph model to the orchestra model) Vuibert, 2020, 192 p.

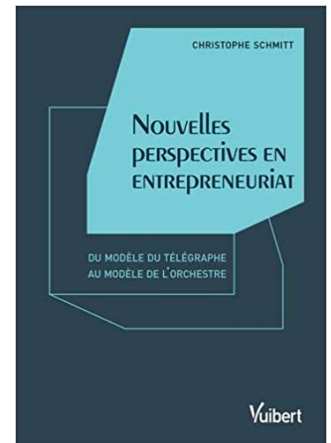
What if, in order to understand entrepreneurship, we needed to approach the subject in a different way?

This is the whole point of this book, which seeks to refresh our way of thinking about entrepreneurship in both research and practice. Through the study of two major models derived from the communications theory, it proposes an innovative reference framework based on the daily practices of the entrepreneur and other actors in the ecosystem.

The telegraph model sheds light on the causal and effectual logics that are the focus of much research in this field. The orchestra model introduces a new perspective for understanding entrepreneurship: the logic of complexity.

It is essential today to put entrepreneurs back at the centre of the debate and accompany them on their journey. Researchers and students will find in this book the elements to do so.

A new perspective on entrepreneurship, through the author's 15 years of experience in the field.



Alain Vas, *Stratégie d'entreprise. Voyage illustré*, (Corporate Strategy. An Illustrated Journey) 2nd edition, Dunod, 2020, 257 p.

Every business leader needs a compass to make the right decisions in an increasingly turbulent and dynamic economic context. Whatever the size or nature of your organisation, this book offers you the essential techniques to design and implement an ambitious and realistic strategy. The author presents you with valuable diagnostic tools and strategic methods to ensure the long-term success of your business.

This book, which takes the form of an illustrated journey, is enriched with numerous cases from companies such as Netflix, IKEA, Yuka, Nespresso, Ice-Watch, Lego, Danone, Apple, Mars, L'Oreal, Booking.com... and enhanced by a free online course entitled "The fundamentals of strategy" available on the edX platform.



VIDEOS

["La finance a-t-elle encore vraiment besoin de comptabilité ?"](#). (Does finance still really need accounting?).

Xerfi Canal talked to [Alain Burlaud](#), Faculty Fellow at [Business Science Institute](#) and Professor Emeritus at the Conservatoire National des Arts et Métiers, to talk about accounting information.

Interviewed by [Jean-Philippe Denis](#).



["DBA/PhD : la nécessaire clarification"](#). (DBA/PhD: the need for clarification).

Xerfi Canal interviewed [Michel Kalika](#), President of [Business Science Institute](#) and Professor Emeritus at iaelyon School of Management, to talk about DBA programmes.

Interviewed by [Jean-Philippe Denis](#).



["Enseignants-chercheurs : repenser \(sérieusement\) les modalités de recrutement"](#). (University Professors: (seriously) review the recruitment process).

Xerfi Canal spoke to [Eric Lamarque](#), Faculty Fellow at [Business Science Institute](#) and President of the IAE France network, about the recruitment of university professors.

Interviewed by [Jean-Philippe Denis](#).

ADMISSIONS

[MAURITIUS ISLAND](#)



[Executive DBA Mauritius](#)



[BAMAKO](#)

[Executive DBA - Bamako - Cohort n° 2 \(2021-2024\)](#)

BANGKOK

[Executive DBA - Bangkok - Cohort n° 2 \(2021-2024\)](#)



[CASABLANCA](#)

[Executive DBA - Casablanca - Cohort n°1 \(2021-2024\)](#)



DAKAR

Executive DBA Dakar – Cohort n°7
(2021-2024).



DOUALA

Executive DBA Douala– Cohort n°3 (2020-2023).

FRANCFORT

Executive DBA Francfort - Cohort n°2 (2020-2023).



SHANGHAI

Executive DBA Shanghai - Cohort °2 (2020-2023).



Monday to Friday from 9h to 18h

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MANAGEMENT RESEARCH NEWS



Par Henry Mintzberg et Phil LeNir

Rebalancing society now with Mintzberg

- Coaching Ourselves Sessions in partnership with Quinze



[Watch the video](#) of the session held on 3 December

Next session on 25 February: [registration](#)

More information: <https://reequilibrerlasociete.com>

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