



N° 91



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NEWSLETTER

Discussion with the President - Interview of the month – New member of faculty - Alumni - IRAFPA - Nomination – Photo highlights - Publications - Videos - Admissions - Encounter – Management research news.

DISCUSSION WITH THE BUSINESS SCIENCE INSTITUTE PRESIDENT

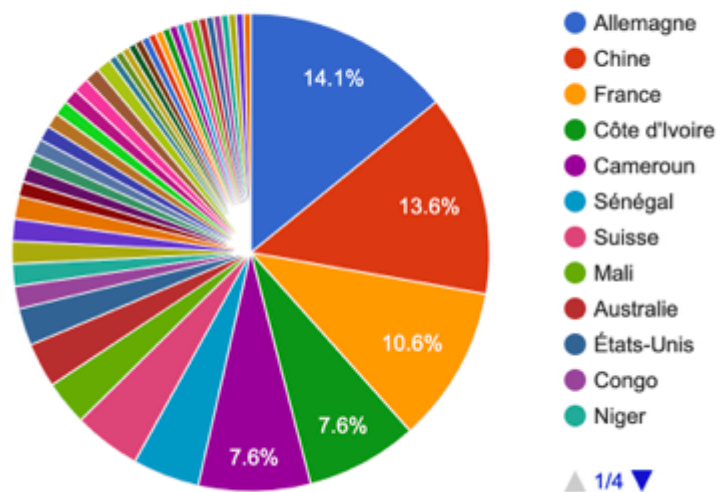


Aline : Hello Professor [Kalika](#), how are you and how is the [Business Science Institute](#)?

Michel Kalika : Hello Aline, thank you for asking about me! I'm very well. For the moment the DBA activity and the barrier gestures have immunized me from the COVID-19 and while waiting for the vaccine, I hope things will stay that way!

[Business Science Institute](#) is in fine form, in spite of a very uncertain wider context. To date we have nearly 200 participants enrolled from 47 different countries and 80 graduates. Our network organisation enables us to benefit from the very active support of almost 70 professors at present. The following graph, taken from our database, shows that the largest group of students is now German, followed closely by China, then France, and 32% of our participants are following a distance learning format.

Pays d'origine des doctorants



Aline : t's been a year now since the global health crisis began, how has this crisis impacted the functioning of [Business Science Institute](#)?

Michel Kalika : We are a networked international academic organisation which, since its creation, has been operating remotely with geographically dispersed support teams and professors, so the crisis has not caused any major upheaval in terms of operations. Moreover, for several years we have been developing the distance learning programme in French and English and, since last year, in German, so we have been able, very quickly, to migrate the scheduled face-to-face courses to a distance learning format. This was achieved quite naturally. You are well placed Aline to know that I've been advocating e-management for two decades! The biggest challenge we had was the organisation of the International Wiltz Week in the last week of September 2020. However, since we had invested heavily in training and preparation of the support team, doctoral students and professors, everything went technically well, but I must admit that personally, not being able to congratulate doctors I know personally created a certain frustration from a human and relational perspective.

Aline : Have you been able to start up the face-to-face seminars yet?

Michel Kalika : Yes, in [Abidjan](#) last November and January and next March, in [Paris](#) in January plus in [Douala](#) next March. We have also started two cohorts in [Shanghai](#), but at a distance, waiting for the opening of the borders. Many managers have chosen the remote groups while waiting for the possible opening of face-to-face sessions.

Aline : So, you've recently opened two new cohorts in [Shanghai](#) and one in [Paris](#). Are there any other regions where the Executive DBA will be rolled out?

Michel Kalika : Yes, absolutely, [Mauritius](#) and [Vietnam](#) in particular are planned, but these destinations will depend on the development of the health situation.

Aline : What sort of developments can we expect in the coming months?

Michel Kalika : We are looking into the International Week in Wiltz, which, depending on the context, will take place in person, at a distance or in a mixed

format. We also continue our work around international accreditations and certifications. Professor [Nathalie Dubost](#) is also working on the journal [Impact\(s\)](#) which aims to disseminate the impacts of the theses of Business Science Institute's graduates. Finally, the official graduation ceremony of the University of Lyon will take place in a hybrid format at [iaelyon School of Management](#) on 2 April 2021 for the iaelyon 2019 graduates.

Aline : The [Business Science Institute collection at EMS Editions](#) now includes 28 books, are there any new publications planned?

Michel Kalika : Yes of course! In particular, with a book on qualitative methodology, "Doctors advising doctoral students", which is planned for September 2021. We attach great importance to this [Business Science Institute collection](#) for several reasons: it is unique internationally for a DBA programme insofar as these books, written in part by the network of professors, clarify the spirit of the programme, the expectations of the professors and their involvement in the Business Science Institute's academic network. These books also attest, if need be, to the credibility of the programme. Finally, the books written by the Doctors in Business Administration are a way of disseminating the knowledge.

They create and its dual academic and managerial impact. Let's not lose sight of the fact that our guiding principle is that DBA theses are theses with impact that generate value for the doctors, for their organisation and for Society.

NEW MEMBER OF THE FACULTY



Eric Paget-Blanc

Eric Paget-Blanc is Professor of Management at the [University of Evry - Val d'Essonne and Perpignan](#), head of the Accounting and Management Control degree and of the Accounting/control research group and member of Litem (EA 7363). Associate Professor at [Sup de Co Dakar](#) where he is in charge of research development, Professor Paget-Blanc is also an associate member of [CRESEM](#) (University of Perpignan), associate member

of the Sup de Co research team of the FOCS laboratory at Cheikh Anta Diop [University of Dakar \(UCAD\)](#) and research director at the [Gaston Berger University of Saint-Louis](#) (Senegal). He also works as a consultant for the Fitch Ratings agency. His areas of research focus on international financial markets, financial risks and regulation. He is the author of several articles published in leading national and international journals such as *Gestion 2000*, *Research in International Business and Finance* and *Finance Research Letters*.

INTERVIEW OF THE MONTH



Interview with Professor [Ulrike Mayrhofer](#), member of [Faculty at Business Science Institute](#).

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

Ulrike Mayrhofer : Hello, Aline. I'm a University Professor of Management at [IAE Nice](#), Côte d'Azur University, and a member of the "Digital Marketing & International Business" section of the GRM Management Research Group. My areas of teaching and research are international and intercultural management, corporate strategy and marketing. I collaborate with companies that are developing internationally and I lecture at Masters, Executive MBA and DBA levels in France and abroad. I have published numerous books, book chapters and articles in scientific and professional journals, and I have also written business case studies. I am currently a member of the Board (representing France) of [EIBA \(European International Business Academy\)](#) and Honorary President of the Atlas AFMI network (Association Francophone de Management International).

Aline : On which topics are you currently working?

Ulrike Mayrhofer : I am interested in current topics and, at the moment, I am studying the effects of the economic and health crisis linked to COVID-19 on companies operating internationally. In particular, my research focuses on the reactions to the pandemic of CAC 40 multinationals and exporting SMEs. The initial results of my investigations reveal the disparity in the responses of internationalized companies, which can be grouped into several categories: "socially responsible" companies showing generosity, companies oriented towards business continuity, and companies oriented towards innovation and new business opportunities.

Aline : You are a specialist in international management and intercultural management. In your opinion, what are the major current challenges in these fields?

Ulrike Mayrhofer : The economic and health crisis, which particularly affects companies operating internationally and engaged in global value chains, raises many questions for the fields of international management and intercultural management. This unprecedented context, which is likely to continue, calls into question the classic theoretical models based on the growth of companies internationally. According to figures provided by UNCTAD (United Nations Conference on Trade and Development), foreign direct investment (FDI) fell by 42% in 2020. This unprecedented context requires a renewal of analytical frameworks, methodological tools and managerial practices.

Aline : You are the author of more than fifty business cases and several times winner of the Top Case and Top Author awards of the [Centrale de Cas et de Médias Pédagogiques](#) (CCMP). Could you explain to us the different stages in the realisation of a business case study?

Ulrike Mayrhofer : I regularly collaborate with companies to write business case studies. The work begins with discussions with the company in order to identify an interesting issue that illustrates key concepts in the subject matter being taught. It is then necessary to collect primary and secondary data and analyse it in relation to the subject studied. Before writing the case, it is advisable to define the questions to be answered by the students and to develop a coherent structure that facilitates the reading of the case and the elaboration of the answers by the students. The recommended solution should be discussed with the company so that the students can become aware of the choices made by the company. The case is generally tested with one or more groups of students before being finalised and published by the [Centrale de Cas et de Médias Pédagogiques](#) (CCMP).

Aline : Given your experience as a University Professor and Director of Studies for an Executive MBA, in what way do you think it makes sense for participants to pursue their studies by choosing a DBA rather than a PhD?

Ulrike Mayrhofer : The choice to pursue a DBA or PhD depends on the profiles and professional ambitions of the applicants. The DBA meets the needs of experienced managers who wish to learn about applied research and to deepen their knowledge of a subject related to their professional activities. The aim is to build a "bridge" between academic research and business practice in order to develop managerial contributions. The preparation of a DBA is an exciting "adventure" that allows students to acquire theoretical, methodological and managerial knowledge and to become an expert in the field studied. The choice of subject and motivation are two important factors in producing a good DBA thesis.

Aline : What links do you make between academic research and managerial practices?

Ulrike Mayrhofer : Academic research and managerial practices are closely linked, especially for professors who are research active - which is my case - who favour a "pragmatic" approach. Thanks to my research and my work with professionals, I have been able to understand the need to forge close links between these two "worlds" which are so close, but which sometimes seem so far apart. The DBA is the best way to bring together academic research and managerial practices, and which can only be mutually beneficial.

Aline : It will soon be a year since we were hit by the COVID-19 health crisis. What are the impacts of this crisis on your teaching and research activities? Do you think that this crisis will have a lasting impact on the teaching approach of teachers, student behaviour and the links with companies?

Ulrike Mayrhofer : The health crisis is having a major impact on our teaching and research activities. We have had to organise our courses at a distance and adopt innovative teaching methods in order to motivate students who generally prefer face-to-face classes. The pandemic is also influencing the way we organise our research activities. It calls for more inductive methodological approaches, "emergency" data collection and faster dissemination of results to

help companies better manage this unprecedented situation. In order to develop attractive areas of research, it is essential to listen to companies that have multiple questions to which we can try to provide answers. The crisis is likely to have a lasting influence on the organisation of our teaching and research activities, particularly with a greater use of digital tools.

Aline : And finally, one last question that has become a classic: in view of the current context and the experience you have acquired, if you could go back in time, what subject would you have chosen for your doctoral thesis?

Ulrike Mayrhofer :

I did my PhD thesis on strategic alliances and international M&A at [EM Strasbourg](#), [University of Strasbourg](#). I am still passionate about this subject, which has been driving my teaching and research for almost 20 years now. One of my current projects concerns Stellantis, the merger between the French group PSA and the Italian-American group Fiat Chrysler Automobiles. I have just published the Stellantis case study at the CCMP and I am continuing my research into this emblematic merger, which raises a series of managerial questions.

See Professor Mayrhofer's [CV](#).

ALUMNI

INTERVIEW OF THE MONTH



Interview with [David Larivière](#), Business Science Institute graduate, [Paris](#) Cohort n°2 (2017-2020).



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

David Larivière : Hello Aline, I am 40 years old, married and father of 2 children. After a first stage of my career devoted to management positions in public hospitals, I joined the private non-profit hospital sector in 2019 to manage a hospital specialising in surgical care and cancerology (Metz, Moselle, France). This institution was one of my areas of research, and I was offered the opportunity to join it at the end of my thesis, an opportunity that I seized to take my analysis further and assess the reality of my results.

Aline : Why did you choose to enrol at [Business Science Institute](#) to do your Executive DBA?

David Larivière :

When I wanted to take a step back from my professional activity, in order to theorise certain practices and deepen my knowledge of the literature in hospital management, I chose to do a DBA. Doing a thesis in parallel with a managerial

activity can be frightening. While a DBA is as demanding and requires as much rigour as a PhD thesis, the DBA is more in line with an analysis of professional practices and leads to the identification of managerial implications stemming from one's research, which is of real professional and intellectual interest.

In 2016, a few educational institutions were offering DBAs. However, [Business Science Institute](#) offered the advantage of being part of an international network, which other universities or institutions did not offer. Business Science Institute's network provides access to top-level professors from all over the world, which is a real source of learning and inspiration. This opens up new horizons and avoids the sacrosanct French system. It was in this context that I met a Canadian Professor who later became my thesis supervisor.

Aline : Your thesis, defended in 2020 under the supervision of Professor [Martin Cloutier](#), addresses the awareness of the risk of the disappearance of the organisation as a factor of resilience through a comparative study of transformation in public and private hospitals. Could you tell us more?

David Larivière : In 2015, I helped to transform the health service of the French armed forces. Through my work, I was quickly able to see that, at a time when this service was in danger of disappearing, the Directorate General was able to mobilise the teams to radically transform this organisation and demonstrate to the political authorities the relevance of ensuring its survival.

Faced with the risk of disappearance, the teams rallied together and designed and accepted a profound transformation of the system in place, even leading to unthinkable sacrifices, such as the closure of emblematic hospitals (Val de Grâce). I then chose to assess, in a comparative public-private dimension, whether the risk of an organisation disappearing was a factor of resilience, and ultimately to find out whether the teams rallied together more strongly in the event of a risk to the survival of their organisation. The literature is rich in analysis on change management, but the notion of resilience, in the sense of a strategy of collective avoidance of a threat, has not been well researched. This was therefore an opportunity for me to enhance the literature, using hospital research sites as a yardstick. Defended in September 2019, a few months before the start of the COVID crisis, this research was almost a prophecy.

Aline : What were the contributions (personal and professional) of the DBA programme?

David Larivière : I was able to draw several major insights from my thesis.

From a professional point of view, my research results highlighted:

1. Hospital management or change management methods that are largely comparable between the public and private hospital sectors;
2. Management's role is a major one in public and private hospitals, as the teams expect a lot from the Director (protection, employment, training, security). Management's responsibility is therefore considerable, even

though it is often contested in an environment where the doctor or nurse often appears more legitimate than the Director;

3. The difference between individual and collective resilience has to be taken into account in change management and led me to imagine a new concept, that of individual preventive resilience:

- Indeed, collective resilience leads Management to anticipate risks in order to avoid the occurrence of crises. It is therefore necessary to give meaning to action to mobilise teams to deal with risks that are sometimes not palpable but that must be avoided in order to avoid a crisis situation.*
- Individual resilience, on the other hand, involves reacting to a crisis that has happened. Resilience therefore involves coping with the situation in order to return to a previous state, which is a source of routine and security.*
- My work has thus enabled me to identify a new concept called individual preventive resilience, which fills the gap between the dynamics of individual and collective resilience. This notion finally sums up the vocation of management: to collectively anticipate the outbreak of a crisis by mobilising the resilience of individuals and their professional and personal resources, for the benefit of the security of the organisation and its development.*

The managerial implications identified have enabled me to develop my professional practice and finally to be closer to my teams in order to maintain an ongoing contact and communicate more about management projects: saying what we do is one thing, but saying why we do it and to what extent the teams can contribute is much more effective.

On a personal level, carrying out this research has been a source of great intellectual value, of international encounters and of some new friendships. This thesis has also put me on a new path of management research. It gave me the interest, the resources and also the methodology required to regularly write articles and publish in order to contribute to management research on a small scale and on the strength of my professional experience.

Aline : *In the context of the health crisis that we have been enduring for almost a year now and which has had a major impact on the functioning of hospitals, both public and private, has the question of resilience not become even more crucial?*

David Larivière : *It is true that hospitals have shown great resilience in coping with this unprecedented crisis, which no government had seen coming. The ability to read weak signals has been lacking worldwide. The experts did not see it coming and the individual resilience of healthcare workers has made up for the shortcomings of collective resilience. However, although resilience was needed during the first wave, the lessons learnt from hospital protocols and the knowledge acquired about the disease led the carers to adopt a more resilient approach, which is necessary for long-term crisis management and has become a new normal. The resilience that must now take precedence is*

collective resilience. Governments and hospital managers must imagine the post-crisis period and how to reinvent our healthcare system, in order to anticipate and treat the side effects of delaying the care of other patients, those that the crisis has caused to be postponed.

Aline : *Do you have any other projects on the go?*

David Larivière : *If I had the time, I would go back to doctoral research, on another subject...but my wife would never forgive me... More seriously, I would like to continue publishing articles, particularly in the field of hospital management research, which is the sector I know best. I was also pleased to be associated by Professors [Kalika](#) and [Husson](#) with the evaluation of the relevance of the use of Business School impact indicators in the hospital sector, a project that will once again combine management research with professional practice through the evaluation of the impact of hospitals in their healthcare regions.*

Aline : *What advice would you give to managers who are thinking of enrolling on the Executive DBA programme?*

David Larivière :

The first piece of advice would be to stop dithering and launch yourself fully into this amazing human, personal and professional adventure!

The 2nd piece of advice would be not to doubt your ability to complete a DBA thesis and to get 200% involved in order to successfully reach the finish line. The thesis must be worked on every day, whether it is simply reading, taking notes on a few ideas and thinking things through, or discussions with classmates, work colleagues or one's thesis supervisor. The thesis must be an integral part of the doctoral manager's life and this is how it can be completed. Finally, choosing the Business Science Institute is a guarantee of success. The monthly monitoring provided by the doctoral school, the quality of the teaching and the international network offer a formidable opportunity to explore new horizons. This type of perspective is a real source of pleasure and escape from day-to-day realities and is akin to a call to travel, which is especially interesting at a time of recurring lockdowns!

Please feel free to contact the Alumni team:

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The [Institute for Research and Action on Academic Fraud and Plagiarism](#) (IRAFA), created in 2016 by Professor [Michelle Bergadaà](#), who is its President, aims to "create an international, interdisciplinary and scientific forum to promote democratic debate on fraud and plagiarism, to accompany individuals and legal entities affected by fraud or academic plagiarism, to develop theoretical and applied research in these

specific fields, to develop and disseminate a specialist methodology in the field of fraud and plagiarism, ...".

In order to support institutions and individuals in reinforcing academic integrity, IRAFPA proposes initiatives in 4 domains:

- Responsible institutions
- Doctoral Schools
- Commissions of inquiry
- Experts in charge of suspected cases of plagiarism

[Learn more...](#)

[Business Science Institute](#) is a partner of IRAFPA and its President, Professor [Michel Kalika](#), is the representative for "Responsible Institutions" and "Doctoral School" certifications.

NOMINATION

The management team of [iaelyon School of Management](#) is now composed of five new members, including Professor [Marie-Christine Chalus-Sauvannet](#), Head of Research Transfer and Development.

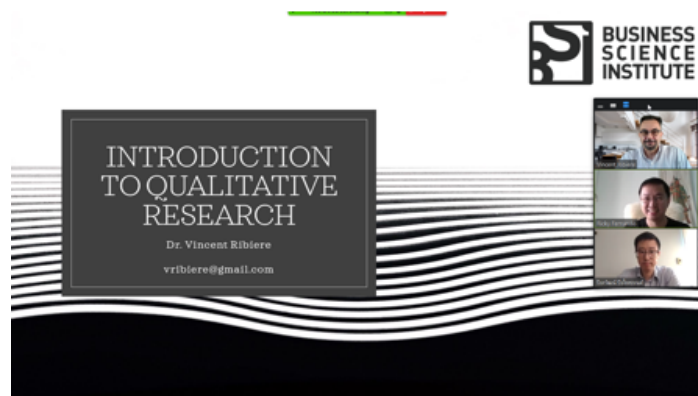
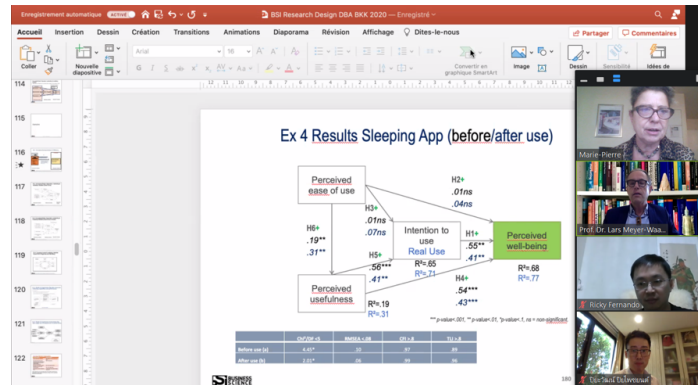
Professor Chalus-Sauvannet, a member of [faculty at Business Science Institute](#), is the founder and coordinator of the CREATE.Lyon applied research community in 'entrepreneurial ecosystems' at the Lyon Management Research Centre (Magellan). Her research in France and internationally explores entrepreneurship (business angels, performance of start-ups, business transfer, entrepreneur/takeover profiles) and also business intelligence for proactive strategies. Her academic career has been enhanced by many years of professional experience in the private sector as an entrepreneur, marketing director and strategy consultant. She is President of the *Société d'Economie Politique et Sociale de Lyon* (SEPL), founded in 1866. The SEPL, a partner of iaelyon School of Management, has a strong vocation for research and analysis of the future economic and social world, with the aim of contributing to the thinking of key operators in the Lyon metropolitan area, and to the development of companies and organisations in its region.



PHOTO HIGHLIGHTS

[BANGKOK](#)

- **4 and 5 February**, Seminar 1 "Research design in management science", cohort Bangkok 2 with Professor [Lars Meyer-Waarden](#).
- **20 February**, Seminar 1 "Introduction to Qualitative Research", cohort Bangkok 2 with Professor [Vincent Ribi re](#).



Workshop: "Discovering the power of social networks"



On Thursday 19 February 2021, from 5:00 to 6:30 pm, a dozen doctoral students from French-speaking programmes on several continents took part in the workshop "Discovering the power of social networks", led by Julien Cloarec (Assistant Professor, Laval University, Canada, Community Manager of the Soci t  Fran aise du Management) and Hugo Gaillard (Lecturer at Le Mans University, France, [Community Manager](#) of the [Business Science Institute](#), the AGRH and the *Revue Fran aise de Gestion*).

During this workshop, several social media tools for research were presented, and the potential of using these tools to contribute to the enquiry and research carried out by doctoral students. During the one-hour discussion that followed the two lecturers' conference, more technical advice on Linked in and Twitter were also discussed, as well as some tips on how to prevent social networks from invading our daily lives, while maintaining a significant presence on them.

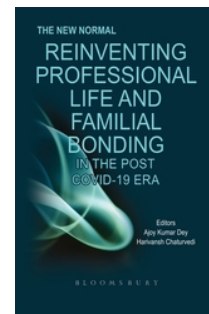
PUBLICATIONS



[Jean-François Gajewski](#), [Marco Heimann](#), Luc Meunier, "[Nudges in SRI: The Power of the Default Option](#)", *Journal of Business Ethics*, 2021.

This open-access article concerns socially responsible investment funds. The authors show that if these funds are the default choice in the proposals made to investors, this allows a significant increase in investments. The idea of the default offer is promoted in France by the Forum for Responsible Investment (FIR). This article was presented during the SRI (Socially Responsible Investment) week.

[Michel Kalika](#), "E-Management: Thanks to COVID-19 ", in : Harivansh Chaturvedi, Ajoy Kumar Dey, [The New Normal. Reinventing Professional Life and Familial Bonding in the Post COVID 19 Era](#), 2021.



[Didier Mwewa Wa Mwewa](#), [Facilitation proactive pour managers d'interface. Pratique dialogique, postures stratégiques et savoirs actionnables](#) (Proactive facilitation for interface managers. Dialogical practice, strategic postures and actionable knowledge), éditions EMS [collection Business Science Institute](#), 2021, 204 p.

The interface manager is often confronted with the problem of deciding what strategic stance to adopt in order to better coordinate inter-organisational exchanges in a complex environment. This book offers readers the keys to understanding proactive facilitation as a dialogical practice that enables the interface manager to coordinate tense managerial situations within global/local pairs and internal coherence/external relevance. This dialogical practice should be favoured by the interface manager as the backbone of their work instead of the unipolar practices often inoperative in inter-organisational relations. This book falls within the fields of strategic management and intermediate leadership. It makes use of the overarching theory of "generalised dialogue" and three other intermediate theories, "the roles of the manager in daily life", "values-based leadership" and "the involvement of actors in collective action". It deals with interface challenges in organisations with a global vocation

and is based on two case studies in the French-speaking African context.

[Didier Mwewa Wa Mwewa](#) was awarded the 2019 Business Science Institute Managerial Impact Prize for his thesis.

See [Xerfi Canal's video](#), in which the author talks about proactive facilitation for managers.

VIDEOS



["L'entreprise face aux exigences d'indicateurs financiers des investisseurs"](#) (The business organisation faced with the demands for financial indicators from investors).

Xerfi Canal spoke to Alain Burlaud, member of Faculty at Business Science

Institute and Emeritus Professor at the Conservatoire National des Arts et Métiers, about companies faced with investors.

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

Xerfi Canal spoke to Julien Husson, member of Faculty at Business Science Institute, Director of IAE Metz School of Management, in charge of the Master's degree and Chair in "Management of Healthcare and Medical-Social Organisations", about [teaching and research in healthcare management](#).

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



ADMISSIONS

[ILE MAURICE](#)



[Executive DBA Mauritius](#)

BAMAKO



Executive DBA - Bamako - Cohort n° 2 (2021-2024).

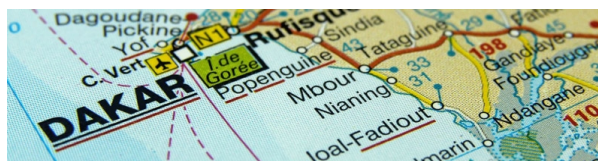


CASABLANCA

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).



For all enquiries, please contact us:

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ENCOUNTER



An account of a meeting between two members of the [Business Science Institute](#) community:

This week I spoke with a fellow DBA Business Science Institute colleague living in Gabon and on business in Cameroon. Mahamat Al Hafiz is a senior executive at the BEAC (Bank of Central African States) and has chosen the [distance format of this prestigious DBA programme](#).

It was a friendly exchange between a "graduate" and a "beginner" of the Doctorate in Business Administration programme at [Business Science Institute](#).

We discussed topics related to:

- The doctoral student's kit, as well as all the facilities and support available to the programme participants.
- How to develop a research question?
- Research methodologies
- Epistemological postures
- The Grounded Theory
- Data collection and analysis... ... and other topics related to current affairs in Africa.

Of course, we took the opportunity to get to know each other and share a dinner like good Africans 😊👍.

Thanks to [Business Science Institute](#) for this network which is gradually being developed and reinforced.

Thierry Mindjos, doctoral student, [Douala](#) n° 2 (2019-2022), Twitter, 26 February 2021.

MANAGEMENT RESEARCH NEWS

Xerfi Canal The essentials of management research (in French)

Xerfi Stratégie & Management		
 Les qualités décisives d'un bon manager Frédéric Fréry	 Comprendre l'EBITDA et l'EBIT Philippe Gattet	 Cultiver la reconnaissance : le modèle des "petits radis roses" Isabelle Barth
 Leadership au féminin : en finir avec le complexe de l'imposteur Olivia Lamorlette	 Que vaut la révolution des réunions à distance ? Michel Kalika	 Excès du jeunisme et étapes de la vie dans l'entreprise Pierre-Henri Tavoillot

13 February 2021 (in French)



Pilot programme "[Rebalancing society](#)".

This programme comprises six 2-hour Zoom sessions.

First free session: "What future without balance?", 8 April 2021.

ONLINE DBA



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