



N° 93



**MAY  
2021**

## NEWSLETTER

**DBA Thesis Quality Standards - Graduation Ceremony - Interview of the Month - New DBA Specialisation - New members of Faculty – New Associate Researcher - Alumni - Médaille - Certification - Thesis Publications - Videos - Alumni News - Photo Highlights - Publications - Media - Admissions - Management Research News.**

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### DBA THESIS QUALITY STANDARDS



The question of the quality of the standards of an Executive Doctorate in Business Administration (DBA) thesis is often raised, especially when professors join [Business Science Institute](#) and discover the specific characteristics of the DBA.

This is obviously a very welcome and relevant question. One sometimes hears that PhD standards in terms of methodology apply and that the DBA thesis should lead to publication in an international academic journal. It is useful to set out here the thinking of [Business Science Institute](#), developed over the years by colleagues involved in supervising theses.

1- The aim of the DBA is not to produce future academics specialised in research methodology and/or epistemology. It is to enable experienced managers to create knowledge based on a combination of the literature, their own experience and effective data collection made possible by the fact that participants are grounded in their own practice. The DBA aims for managerial impact based on the conceptualisation and use of a rigorous methodology that produces meaningful results. The dissemination of this impact to other professionals is achieved through books, conferences, videos, etc. Of course, this does not prevent some of our DBA graduates from publishing in international academic journals, participating in academic conferences or even embarking on an academic career. But this is not a quality standard for [Business Science Institute](#), nor is it an objective.

2- [Business Science Institute](#) is notable for the diversity of its professors and therefore of the approaches and conceptions of management research they embody. Some are positivists,

others interpretivists, others constructivists. Some combine rigour with data and quantitative methods, others consider that a DBA thesis should be grounded, based on narrative data, etc. Some favour a posture based on the idea of action research. Needless to say, debates are lively among colleagues and follow-up seminars or defences are sometimes rather animated. Between these different conceptions of management research, common definitions of quality standards are more than unlikely. But at [Business Science Institute](#) we have chosen to be non-dogmatic, diverse and tolerant because we believe that this is one of our key strengths.

3- This non-dogmatic approach to standards does not prevent a commitment to quality guaranteed by a rigorous process of step-by-step approval of what will one day be defended before a thesis examination panel: regular supervision by the thesis director, follow-up seminars, authorisation to defend

the thesis by the thesis director, checking of the thesis by the academic coordinators/scientific advisor, the written and justified opinion of two external examiners (a third in the event of disagreement), the final deliberation of the jury, which is made up of 4 to 6 members, to which is added the experience of PhD qualified colleagues who actively publish their work guarantee the quality of the thesis defended.

In a phrase borrowed from Mintzberg, we favour standardisation by process over standardisation by criteria.

[Michel Kalika](#)

President [Business Science Institute](#)

## EXECUTIVE DOCTORATE IN BUSINESS ADMINISTRATION GRADUATION CEREMONY



The [Business Science Institute](#) and [iaelyon School of Management](#) Executive Doctorate in Business Administration graduation ceremony was held online on 2 April 2021.

Here are some photo highlights of the event.

**Graduation Ceremony**  
**Executive Doctorate in Business Administration**

**Graduation 2020**

**Introductory address:**  
**Christian VARINARD,**  
 Dean iaelyon School of Management

**Opening of the Graduation Ceremony:**

Pr. Marie-Christine CHALUS-SAUVANNET,  
 Academic Director of the DBA Programme

Pr. Michel KALIKA,  
 President Business Science Institute

Business Science Institute congratulates the 21 doctors!

**Dr Mahamat Issein BARDI**  
**Thesis supervisor: Pr Jessie PALLUD**

**Graduation 2020**

**Dr Marcus BÄUMER**  
**Thesis supervisor: Pr André REUTER**

**Graduation 2020**


**Dr Martin CROSS**  
 Thesis supervisor: **Pr Kiane GOUDARZI**

Graduation  
**2020**







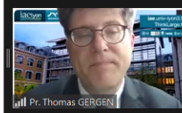


**Dr Murad ERSEBETCI**  
 Thesis supervisor: **Pr Thomas GERGEN**

Graduation  
**2020**






**Dr Guy Laurent FONDJO**  
 Thesis supervisor: **Pr Marielle-Audrey PAYAUD**

Graduation  
**2020**









**Dr Bernard GOMOU**  
 Thesis supervisor: **Pr Jean-Pierre HELFER**

Graduation  
**2020**









**Dr David HAYES WARD**  
 Thesis supervisor: **Pr Nathalie MITEV**

Graduation  
**2020**










**Dr Constantin HIEN**  
**Thesis supervisor: Pr Michel KALIKA**

**Graduation 2020**

**Dr Jens HOELLERMANN**  
**Thesis supervisor: Pr André REUTER**

**Graduation 2020**

**Dr Didier MWEWA WA MWEWA**  
**Thesis supervisor: Pr Marielle-Audrey PAYAUD**

**Graduation 2020**

**Dr Mikou Léopold N'GUESSAN**  
**Thesis supervisor: Pr Françoise CHEVALIER**

**Graduation 2020**

**Dr Holger NIEMITZ**  
**Thesis supervisor: Pr Thomas GERGEN**

**Graduation 2020**



**Dr Fadoua TAHARI**

Thesis supervisor: Pr Khadija AL ARKOUBI

Graduation  
**2020**

République Française

**UNIVERSITÉ JEAN MOULIN LYON 3**

**DIPLOME D'UNIVERSITE**

**DOCTORATE IN BUSINESS ADMINISTRATION**

Voici les pièces justificatives produites par Madame Fadoua TAHARI, née le 11/11/1978 à Meknes (Maroc) en vue de son inscription au diplôme d'Université en administration des affaires. Madame TAHARI a obtenu le diplôme de Doctorat en Administration des Affaires (D.A.A.) le 09/03/2021. Elle a soutenu sa thèse de doctorat le 09/03/2021. Elle a obtenu la mention "Très bien".

**LE DIPLOME D'UNIVERSITE EN ADMINISTRATION DES AFFAIRES**  
**DOCTORAT EN ADMINISTRATION DES AFFAIRES** est octroyé par

à Madame **Fadoua TAHARI**

au titre de l'année universitaire 2019-2020

Fait à Lyon, le 9 mars 2021

Dr Tadine

Président du jury d'admission  
Docteur général de l'UCL Lyon 3  
Christine LAFRANCOIS

Dr Fadoua TAHARI

*Euse Capasso*

Dr Président de l'Université Jean Moulin Lyon 3

Eric C. LAFRANCOIS

202001024

Dr Khadija AL ARKOUBI

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**Dr Amadou TALL**

Thesis supervisor: Pr Pierre-Jean BENGHOZI

Graduation  
**2020**

République Française

**UNIVERSITÉ JEAN MOULIN LYON 3**

**DIPLOME D'UNIVERSITE**

**DOCTORATE IN BUSINESS ADMINISTRATION**

Voici les pièces justificatives produites par Monsieur Amadou TALL, né le 20/09/1978 à Dakar (Sénégal) en vue de son inscription au diplôme d'Université en administration des affaires. Monsieur TALL a obtenu le diplôme de Doctorat en Administration des Affaires (D.A.A.) le 09/03/2021. Il a soutenu sa thèse de doctorat le 09/03/2021. Il a obtenu la mention "Très bien".

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Dr Président de l'Université Jean Moulin Lyon 3

Eric C. LAFRANCOIS

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Dr Pierre-Jean BENGHOZI

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**Dr Ulrike VIZETHUM**

Thesis supervisor: Pr André REUTER

Graduation  
**2020**

République Française

**UNIVERSITÉ JEAN MOULIN LYON 3**

**DIPLOME D'UNIVERSITE**

**DOCTORATE IN BUSINESS ADMINISTRATION**

Voici les pièces justificatives produites par Madame Ulrike VIZETHUM née GÖTTELWANN, née le 27/09/1978 à Lenggries (Autriche) en vue de son inscription au diplôme d'Université en administration des affaires. Madame VIZETHUM a obtenu le diplôme de Doctorat en Administration des Affaires (D.A.A.) le 09/03/2021. Elle a soutenu sa thèse de doctorat le 09/03/2021. Elle a obtenu la mention "Très bien".

**LE DIPLOME D'UNIVERSITE EN ADMINISTRATION DES AFFAIRES**  
**DOCTORAT EN ADMINISTRATION DES AFFAIRES** est octroyé par

à Madame **Ulrike VIZETHUM née GÖTTELWANN**

au titre de l'année universitaire 2019-2020

Fait à Lyon, le 9 mars 2021

Dr Tadine

Président du jury d'admission  
Docteur général de l'UCL Lyon 3  
Christine LAFRANCOIS

Dr Ulrike VIZETHUM

*Euse Capasso*

Dr Président de l'Université Jean Moulin Lyon 3

Eric C. LAFRANCOIS

202001026

Dr Prof. Dr. André Reuter

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**Dr Jaouad ZOGGARH**

Thesis supervisor: Pr Ulrike MAYRHOFFER

Graduation  
**2020**

République Française

**UNIVERSITÉ JEAN MOULIN LYON 3**

**DIPLOME D'UNIVERSITE**

**DOCTORATE IN BUSINESS ADMINISTRATION**

Voici les pièces justificatives produites par Monsieur Jaouad ZOGGARH, né le 20/11/1978 à Casablanca (Maroc) en vue de son inscription au diplôme d'Université en administration des affaires. Monsieur ZOGGARH a obtenu le diplôme de Doctorat en Administration des Affaires (D.A.A.) le 09/03/2021. Il a soutenu sa thèse de doctorat le 09/03/2021. Il a obtenu la mention "Très bien".

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**DOCTORAT EN ADMINISTRATION DES AFFAIRES** est octroyé par

à Monsieur **Jaouad ZOGGARH**

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Fait à Lyon, le 9 mars 2021

Dr Tadine

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Christine LAFRANCOIS

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*Euse Capasso*

Dr Président de l'Université Jean Moulin Lyon 3

Eric C. LAFRANCOIS

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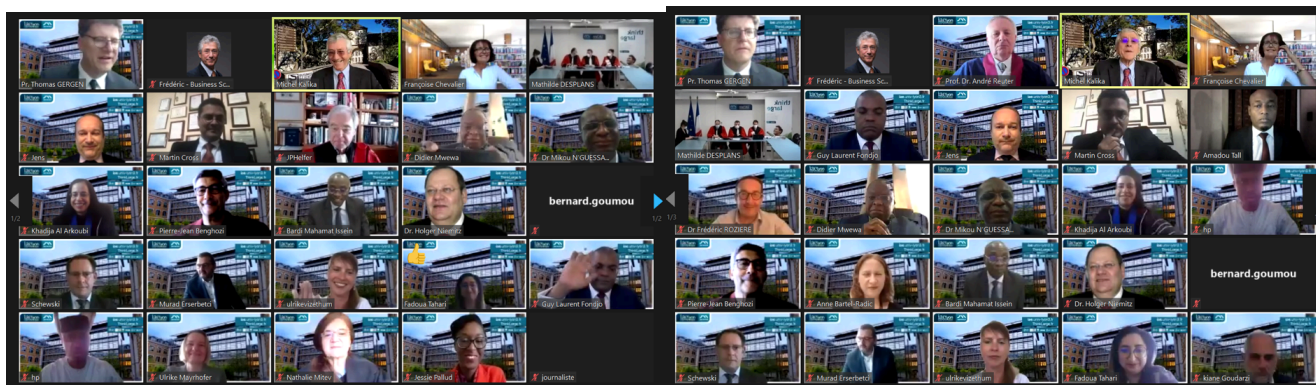
Dr Ulrike Mayrhofer

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[Business Science Institute](#) sincerely thanks the members of the faculty who took part in this event: Professors [Khadija Al Arkoubi](#), [Pierre-Jean Benghozi](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), Thomas Gergen, [Kiane Goudarzi](#), [Jean-Pierre Helfer](#), [Michel Kalika](#), [Florence Laval](#), [Ulrike Mayrhofer](#), [Nathalie Mitev](#), [Jessie Pallud](#) and André Reuter.



[Watch the video of the Graduation Ceremony](#)

## INTERVIEW OF THE MONTH







Interview with Professors Alain Burlaud, Faculty member at Business Science Institute, and Franck Bournois, on the occasion of the publication of the book they co-edited:

[\*L'enseignement de la gestion en France. Identités, défis et enjeux\*](#) (Management education in France. Identities, challenges and stakes), éditions EMS, 2021, 456 pp.

**Aline:** Hello Professors, could you explain the genesis of this book?

**Alain Burlaud et Franck Bournois:** Hello Aline. The teaching of management in higher education is currently undergoing profound changes. We are leaving the model of the 1960s: institutions are facing international competition, they are rated and compared like financial products, costs are rising rapidly while resources are struggling to keep up, in short, our world is changing. To avoid being mere spectators of this transformation, we wanted to reflect with and for our community on the possible futures of management education, drawing on past experience. The publication of this book stems from the desire to bring this debate to the public arena, because our future is a political issue.

**Aline:** What is the content of the book?

**Alain Burlaud et Franck Bournois:** The book has three main sections:

- The emergence and institutionalisation of the management sciences. This historical part, covering the 19th and 20th centuries, is essential for understanding the creative and adaptive capacities of management sciences, but also the weight of tradition.
- The challenges and stakes surrounding management teaching and research. The book deals with major contemporary issues: the professionalization of the faculty, the role of the State, evaluations and accreditations, the place of these programmes in France's diplomatic influence, apprenticeships, the impact of digital technologies, the impact of research and the autonomy of institutions.
- A look back at institutionalization, a review of the challenges and the stakes enables the reader to take a step back from the questions asked and the answers provided.

**Aline:** Who are the authors?

**Alain Burlaud et Franck Bournois:** The 35 authors have all played an important role in the development of management education and research as directors of institutions, as members of various national bodies, as members of our learned societies or as contributors to our discipline through their publications or the influence they have contributed to our academic journals. While writing this book, the authors were able to draw on the support of an eight-member Scientific Committee. The authors did not simply juxtapose anecdotes but rather followed a collective, documented, constructed and rigorous approach. We can only thank them for this.

**Aline:** What surprises does the book hold for us?

**Alain Burlaud et Franck Bournois:** The book's co-editors have indeed had some surprises,



most of them good ones! First of all, the authors we contacted immediately embraced the project with great enthusiasm. They agreed to work without prejudice and without partisanship or corporatism. The result totally disproved the cliché according to which the meeting of two academics produces three contradictory opinions, because we found an astonishing convergence of opinions praising the successes of higher education and research in management sciences while openly criticising the aberrations that pose so many threats.

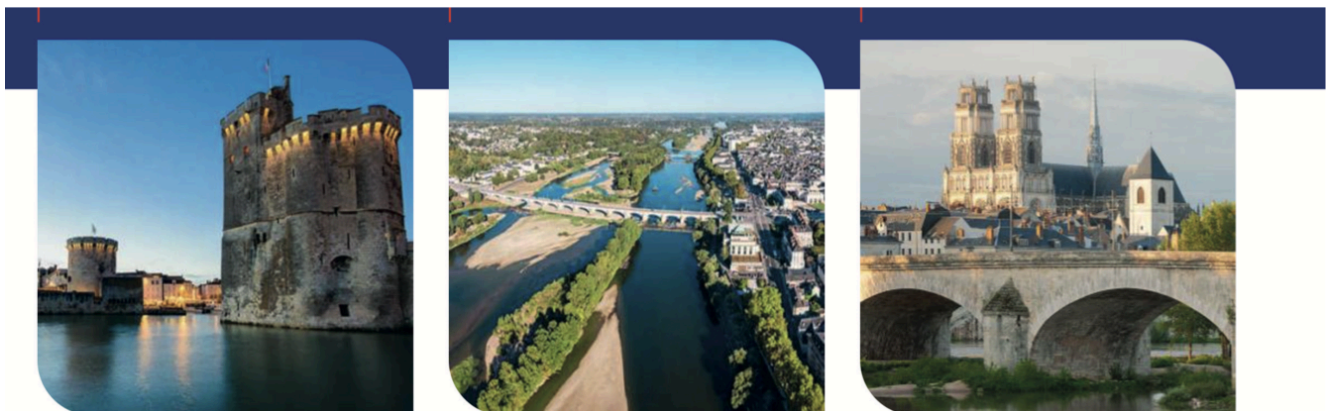
**Aline:** What will you take away from this book?

**Alain Burlaud et Franck Bournois:** *The book is sufficiently dense to offer many insights, and each reader, depending on their own concerns, will be able to "shop around" and bring the debate to the public arena. But as far as we are concerned, with our own preoccupations, we will remember that management professors and researchers know how to use their tools to understand their own reality. Our theories are not just for others. We will also remember the importance of our past, which is insufficiently understood, in order to build our future. We must build on our experiences rather than trying to reinvent everything. Finally, a lucid and uncompromising view is necessary to face future challenges, to prepare for possible futures by being agile.*

This book includes contributions from Professors [Alain Burlaud](#), [Geneviève Causse](#), [Jean-Philippe Denis](#), [Aurélié Dudézert](#), [Michel Kalika](#), [Eric Lamarque](#), [Jean-Fabrice Lebraty](#) and [Maurice Thévenet](#).

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## NEW SPECIALISATION IN TOURISM & HOSPITALITY



At the beginning of the next academic year, [Excelia Business School](#) and [Business Science Institute](#) will open a DBA in Tourism and Hospitality Management. Intended for managers in the sector with significant professional experience, the programme benefits from the world-class expertise of both partner institutions. One of the distinctive strengths of this programme is that it offers access to a faculty of exceptional quality, capable of responding to a diverse

range of research questions to be addressed by future doctoral students.

The programme is managed by Professors Cécile Clergeau and Andréas Kallmuenzer.

For Professor Michel Kalika, President of [Business Science Institute](#), *"this new DBA specialisation provides a two-fold opportunity: to partner with a school accredited by EQUIS, AACSB, AMBA, but also UNWTO.TedQual (the World Tourism Organisation Accreditation) and to innovate by offering a DBA in a sector where there is a real need for a new approach to managerial thinking, both in terms of the requirements of sustainable development and in the context of the COVID-19 crisis"*.

See the videos presenting the Executive DBA in Tourism & Hospitality by Professor [Michel Kalika](#), Président du [Business Science Institute](#), and Dr. [Bruno Neil](#), Managing Director of [Excelia Business School](#).

[Download the brochure](#)

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## NEW MEMBERS OF FACULTY



### **Blandine Ageron**

Blandine Ageron holds a PhD in Management from the University Jean Moulin Lyon 3. She is a Professor at IUT Valence, University of Grenoble Alpes, where she is also, since 2020, Head of the Marketing Techniques Department. Specialised in Supply Chain Management and member of the CERAG Research laboratory (EA752), she is the author of about twenty articles published in national and international academic journals such as Supply

Chain Forum: An International Journal, International Journal of Logistics: Research and Applications, Supply Chain Management: An international Journal, International Journal of Production Economics, Revue Française de Gestion or M@n@gement and Logistique&Management. Editor-in-chief of the journal Logistique&Management since 2019, Blandine Ageron is also a member of the board of the International Association for Research in Logistics and SCM (AIRL). She is also an active member of the [European Nanoelectronics Consortium for Sustainability](#) (ENCOS). .

### **Philip Alford**

After more than 20 years' experience in higher education, having previously worked in marketing and tourism, Philip Alford joined the marketing unit at Southampton Business School in September 2018. Here he teaches a range of digital marketing modules at undergraduate and postgraduate levels. He also works with SMEs and micro-businesses to advise them on how to develop more agile, data-

driven digital marketing plans. He is a board member of VisitWiltshire and also leads VisitWiltshire's online marketing group. He has recently joined the Bournemouth Tourism Marketing Group. Philip Alford is also a visiting professor at ESSEC Business School, France, where he has taught a range of marketing courses at MBA and executive education level. He also teaches courses at the Management Center Innsbruck and the Zillertal Tourism



School, Austria. His research interests include digital marketing for SMEs and digital transformation. He has published articles in academic journals such as *Journal of Business Research*, *Tourism Management* and *e-Review of Tourism Research*.

### **Bernard Bichler**

Bernhard Bichler holds a PhD in Management from the Department of Strategic Management, Marketing and Tourism at the University of Innsbruck (Austria). With a background in international business studies and geography, he is fascinated by interdisciplinary and multi-method research and focuses on entrepreneurship and destination management with a special emphasis on sustainable innovations and entrepreneurial ecosystems. His research has been published in academic journals such as *Review of Managerial Science* and *Journal of Destination Marketing and Management* and he is a reviewer for journals, books and conferences. He is affiliated with the Research Centre for Tourism and Recreation at the University of Innsbruck and shares his knowledge as a lecturer at the University of Applied Sciences for Management and Communication in Vienna.

[Learn more](#)



### **Thomas Clauss**

With a PhD in Management from the University of Hamburg and a qualification in Industrial Engineering and Economics from the University of Kassel, Professor Thomas Clauss holds the Chair for Corporate Entrepreneurship and Digitalisation in Family Businesses at the Witten Institute of Family Business, Witten / Herdecke University, Germany. He is also Associate Professor for Business Model Innovation at the Department of Technology and Innovation, University of Southern Denmark. He previously held a junior professorship at Philipps University in Marburg, Germany, and has worked as a visiting scholar at Copenhagen Business School and North Dakota State University. He is a guest lecturer at several national and international universities and a management trainer for the Frankfurt Chamber of Commerce. His research interests include business model innovation, digital transformation and innovation generation in alliances with a special focus on the specific features of family businesses in these areas. With more than 40 international peer-reviewed publications, he is among the top 100 German-speaking business researchers under 40 years of age according to the *Wirtschaftswoche* Researcher Ranking 2021. His research has been published in leading international journals such as: *Long Range Planning*, *Journal of Business Research*, *Industrial Marketing Management*, *IEEE Transactions on Engineering Management*, *R&D Management* et *International Journal of Hospitality Management*



### **Sasha Kraus**

Sascha Kraus is Full Professor of Management at the Free University of Bozen-Bolzano, Italy. He holds a PhD in Social and Economic sciences from Klagenfurt University, Austria, a PhD in Industrial Engineering and Management from Helsinki University of Technology and a Habilitation (Venia Docendi) from Lappeenranta University of Technology, Finland.



Previously, he held professorships at Utrecht University, the Netherlands, the University of Liechtenstein, the École Supérieure du Commerce Extérieur de Paris, France, and Durham University, UK. He has also held visiting professorships at the Copenhagen Business School, Denmark and the University of St. Gallen, Switzerland, and was an EECPCCL participating professor at Harvard University. His main research areas are strategy, internationalisation, entrepreneurship and innovation. He is the author of more than 100 academic articles, with his research published in journals such as: *Global Strategy Journal*, *International Journal of Management Reviews*, *Journal of Business Research*, *Journal of Product Innovation Management*, *Journal of World Business* or *Long Range Planning*.



### **Elisabeth Robinot**

With a PhD from the University of Savoie Mont Blanc, Elisabeth Robinot is a Professor in the Marketing Department at ESG-UQAM, co-founder of the Observatoire de la philanthropie, Vice-President, in charge of international relations, of the Association Francophone du MAnagement du Tourisme (AFMAT) and a member of the communication team of the Association Française du Marketing (AFM). Her areas of expertise are consumer behaviour, socially responsible consumption, green marketing and marketing

performance.

### **Alejandro Romero-Torres**

Alejandro Romero-Torres is a professor in project management at ESG UQAM. He teaches on graduate programmes in project management and on the executive MBA programme. He has supported numerous public and private organisations in the transformation of their structures and practices, enabling them to enhance their performance and the organisational maturity of projects. His main research expertise is in the governance and management of technology projects, including stakeholder issues, decision making and ownership of project results. He works closely with public organisations in Quebec to assure the performance of public projects. He is also Director of the Project Management Institute's Global Accreditation Center (GAC) and a trainer for the Montreal chapter of PMI. He holds a Ph.D. and M.Sc. in Management of Technology from Polytechnique Montreal and a B.Sc. in Information Technology from Anahuac University (Mexico).



### **Ursula Scholl-Grissemann**

Ursula Scholl-Grissemann holds a Habilitation (venia docendi) for business administration from the University of Innsbruck (Austria). She is currently working at UMIT TIROL, a private university in Tyrol. Previously, she was Associate Professor for Service Marketing and





Consumer Behaviour at Seeburg Castle University in Austria. Her research interests include consumer behaviour in the context of destination management and marketing applications. Her methodological focus is on experimental designs and cross-sectional survey designs. She has published in renowned scientific journals such as the *Journal of Interactive*

*Marketing, le Journal of Service Management, le Tourism Management et le Journal of Travel Research.*

### **Helen Scott**

With a PhD from the University of Portsmouth (UK), Helen Scott is a recognised expert in Grounded Theory. She is the director of Grounded Solutions Ltd. and is a mentor to doctoral students and managers, as well as a trainer and consultant. She is the author of several articles on the theoretical and practical aspects of Grounded Theory. Her latest articles have



been published in academic journals such as *The Grounded Theory Review: An international journal* or *Public Health Open Journal*. With a PhD from the University of Portsmouth (UK), Helen Scott is a recognised expert in Grounded Theory. She is the director of Grounded Solutions Ltd. and is a mentor to doctoral students and managers, as well as a trainer and consultant. She is the author of several articles on the theoretical and practical aspects of Grounded Theory. Her latest articles have been published in academic journals such as *The Grounded Theory Review: An international journal* or *Public Health Open Journal*.

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## **NEW ASSOCIATE RESEARCHER**



### **David Hayes**

Entrepreneur, mentor and academic leader, [David Hayes](#) defended his Executive DBA thesis in 2019 (Digital DBA No. 1) under the supervision of Professor [Nathalie Mitev](#), Faculty Member at Business Science Institute and Senior Visiting Research Fellow at King's College London University.

After sixteen years of experience in higher education, he has recently accepted a role as Professor of Entrepreneurship at the Africa Business School in Morocco.

He now joins the Business Science Institute's Associate Research Fellowship scheme, and since April 2021 has been co-supervising the thesis of Anjali Prabhu (Digital DBA n°4), in collaboration with Professor [Nathalie Mitev](#).

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## **ALUMNI**

### **PORTRAIT OF THE MONTH**



Dr [Mohamed El Hédi Guelmami](#), a 2015 graduate from [Business Science Institute](#), talks to us about the different impacts of his Executive DBA..



**Aline :** *Dr Guelmami, can you explain to us what changes have occurred in your professional/personal life since you chose to enrol on the Executive DBA at [Business Science Institute](#)?*

**Mohamed El Hédi Guelmami :** *There is a professional and personal life before and after the DBA, but as a doctoral student-manager, I was able to notice a metamorphosis and a real transformation along my DBA journey. I was a manager of a private health institution in Tunisia in 2013 when Professor Michel Kalika decided to launch his first Executive DBA class. Having already completed an MBA run by Professor Michel Kalika in 2006, I joined this new educational initiative without giving it much thought.*

*Throughout this research adventure into the management sciences, I noticed a real change in my behaviour as a manager, with the appearance of new reflexes and new attitudes, thanks to the analytical spirit, self-criticism and the back and forth between my practice and the literature.*

**Aline :** *Has your career evolved since you graduated with an Executive DBA?*

**Mohamed El Hédi Guelmami :** *As a graduate of an Executive Doctorate in Business Administration, my professional approach has changed. Indeed, being a doctor by training and occupying a managerial position in a health care institution, I saw myself becoming increasingly able to manage my career and this hybrid function of doctor and manager with much more assurance and confidence.*

*It is true that the difference of vision with the group I was working for made me leave it, but the horizons I was able to open thanks to the Executive DBA were broader. I was able to start an experience as a management consultant in the health care sector: I was involved in the writing of the first manual for the accreditation of health care institutions, a project led by GIZ and the European Union, I was asked to hold (non-profit) positions, as advisor to the Ministry of Health, President of the College of Accreditation Experts and member of the Medical Association. Currently I am an international expert in health care accreditation, an expert in hospital organisation and governance and manager of a new clinic in Tunisia (Clinique Beau Séjour). Following the Executive DBA, my professional reputation grew.*

**Aline :** *Has your way of working changed?*

**Mohamed El Hédi Guelmami :** *Of course! To be equipped in this way on the managerial level, to pursue an intrinsic and extrinsic academic learning process, makes the manager a real leader in terms of their approach, their decisions and optimises the way they do things.*

**Aline :** *Do you feel you have become more efficient?*

**Mohamed El Hédi Guelmami :** *Apart from the managerial tools that enable us to be more productive, efficient and effective, the Executive DBA curriculum channels us into a very rigorous and precise academic approach in the choice of the thesis topic, the collaboration with the thesis supervisor, the adoption of a conceptual framework, the choice of theories, the research methodology, up to the monthly reading and progress reports, which lead to the final realisation of the research project that lasts for three years. The doctoral student manager is expected to honour the entire thesis process with seamless planning and organisation. The success of this process is in itself a managerial exercise par excellence.*

**Aline** : *How did your professional development coincide with the Executive DBA?*

**Mohamed El Hédi Guelmami** : *Prior to the Executive DBA, I was a doctor and manager of a health care institution. During the thesis I assumed the role of a doctoral student-manager-researcher who tries to deconstruct his field of practice, moving back and forth between practice and theory in order to better understand, analyse and find answers to his managerial shortcomings and how to remedy them for more improved performance.*

*In the post-DBA period, I experienced a real managerial tsunami that I had to channel, control and use wisely.*

**Aline** : *Have you noticed an impact on your way of thinking, on your analytical skills?*

**Mohamed El Hédi Guelmami** : *During my fieldwork, I used a mixed qualitative and quantitative research methodology which allowed me to explore my own professional area of research, which I was convinced I knew well. I realised that I only really understood a tiny part of my profession. The techniques I used opened my eyes to other operators and stakeholders, to different perceptions, to the notion of roles and networks... This new academic approach allowed me to better analyse my data both qualitatively and quantitatively, to use appropriate data-processing tools which helped me to improve these analyses with statistical indicators that had an impact on my way of working and reasoning.*

**Aline** : *In your opinion, in what way is research useful for a practising manager?*

**Mohamed El Hédi Guelmami** : *The manager is, or should be, thirsty for knowledge and research. I think that academic programmes intended for managers such as an MBA is a useful and necessary way to learn the latest management techniques. A DBA marks an evolution in the career of a manager who is looking to continue reasoning, analysing, critiquing and achieving better results. By embracing this academic process, the participant becomes adept at reading and writing academic articles or books, which in turn propels them into a whole new dimension... a dimension of knowledge creation.*

**Aline** : *Have you changed your approach to research? Do you still read academic material?*

**Mohamed El Hédi Guelmami** : *My academic approach to research (in the spirit of the Executive DBA) has become embedded in my personality, in my mind and in my everyday life. Following the DBA, I co-authored a book called "Knowledge creation by managers", I also edited a book called "Hospital management - the manager's guide", alongside other academic publications. I was recently honoured to be selected as a Research Associate at Business Science Institute, which further engages me in the research process. I am currently writing a book for doctoral management students, and I have just completed a new book on the impact of the Executive DBA as a managerial force in the health sector, inspired by the research I carried out during my thesis. This new book is currently being reviewed by Professor Michel Kalika.*

**Aline** : *Have you noticed a change in the way others consider you?*

**Mohamed El Hédi Guelmami** : *Other peoples' perceptions are subjective, all I can say is that the academic journey during and after the Executive DBA confers on the doctoral manager a scientific and managerial reputation as well as international recognition, and this is what matters the most in my view.*

**Aline** : *What suggestions could you make to managers more generally?*

**Mohamed El Hédi Guelmami** : *encourage managers in all sectors of activity who have an MBA to pursue the academic process offered by the Executive DBA, which will lead them to a new realm of managerial expertise, efficiency and improved leadership. The DBA involves a transformation of the manager, who, upon completion of their doctoral programme, will see their professional career horizons open up.*

Doctor Mohamed El Hédi El Guelmami is the author of [\*Gestion hospitalière. Le guide du manager\*](#), (*Hospital Management - The Manager's Guide*), published by éditions EMS, [Business Science Institute Collection](#) in 2016, and contributed to the recent book co-edited by Michel Kalika and Paul Beaulieu, [\*La création de connaissance par les managers\*](#) (*Knowledge Creation by Managers*), also published by éditions EMS, [Business Science Institute Collection](#), in 2015.

## BUSINESS SCIENCE INSTITUTE ALUMNI NEWS

Congratulations to Dr. [Malik Bouacida](#) (Geneva Cohort n° 3), whose paper "Les facteurs explicatifs du niveau de la confiance dans les joint-ventures internationales de type nord-sud" (*Explanatory factors of the level of trust in North-South international joint ventures*) has just been accepted for the Association Francophone de Management International annual conference.

Please feel free to contact the Alumni team:

[caroline@business-science-institute.com](mailto:caroline@business-science-institute.com)

+33 7 60 73 42 15

We look forward to receiving your messages and suggestions!

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## MEDAILLE

For the 59th edition of the Awards and Medals Ceremony, the [Académie des Sciences Commerciales](#) (*The Academy of Commercial Sciences*)

**Académie des  
Sciences Commerciales**



gave a medal for the book co-edited by Professor Michel Kalika, [\*L'impact de la crise sur le management\*](#), (*The Impact of the Crisis on Management Practice*), published by EMS Editions, [Business Science Institute collection](#), in 2020.

Below is a recap of the ceremony that took place on 8 April:





Michel KALIKA,  
coordinateur de l'ouvrage

***"This book is of an excellent theoretical and practical level, which is rare. It is a joint effort, carried out at the beginning of the health crisis thanks to the Business Science Institute network. Will managerial thinking still be the same after a year or two of lockdown? The chapters are short but get to the heart of the matter, with recommendations from individuals who are rethinking their approach to the problems they face on a daily basis. The strength of the Business Science Institute's network lies in its agility and responsiveness. This book offers us an insight into what managerial developments might look like in the long term."***

*Founded in 1957, the Academy of Commercial Sciences contributes to the analysis and forecasting of the major challenges facing sales and marketing in a context of permanent change where digital technologies play a major role. Our vocation is more useful than ever in this period marked by the COVID pandemic, when public authorities, professionals and researchers are in search of clear reference points, with a concern for independence and scientific rigour that is characteristic of the Academy. It is in this spirit that the Academy awards, as it has done every year, Prizes and Medals to the best books and papers on commerce in the broadest sense.*

Jean-Paul Aimetti

President of the Academy of Commercial Sciences

[Watch the video](#)

The "Impact of the Crisis on Management Practice" is the result of the collaboration between thirty professors and graduates from [Business Science Institute](#): [Paul Beaulieu](#), [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélié Dudézert](#), [Christophe Fournier](#), [Chantal Fuhrer](#), Hugo Gaillard, [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [David Larivière](#), [Florence Laval](#), [Olivier Lavastre](#), [Jean-Fabrice Lebraty](#), [Lars Meyer-Waarden](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), Nicole Saliba-Chalhoub, [Christophe Schmitt](#), [Gabriel Tremblay](#), [Jean-François Trinquécoste](#).



## CERTIFICATION



[Business Science Institute](#) has embarked upon the certification delivered by the [Institute for Research and Action on Academic Fraud and Plagiarism](#) (IRAFPA).

The [Institute for Research and Action on Academic Fraud and Plagiarism](#) (IRAFPA), founded in 2016 by its President Professor Michelle Bergadaà, aims to *"create an international and interdisciplinary scientific forum on fraud and plagiarism, to help and accompany individuals and legal entities affected by academic fraud or plagiarism, to develop theoretical and applied research in these specific fields, to develop and disseminate an expert methodology on fraud and plagiarism, ..."*.

In order to support institutions and individuals in their efforts to promote academic integrity, [IRAFPA](#) delivers "Responsible Institution" and "Responsible Doctoral School" certifications related to integrity and responsibility.

[Find out more...](#)



## THESIS PUBLICATIONS

The Papers of the [EIKV, European Institute for Knowledge and Value management](#) (EIKV), founded in 2014 in Luxembourg, are published in cooperation with the ZBW - Leibniz-Informationszentrum Wirtschaft in Kiel and Hamburg. They are automatically referenced in all German-language catalogues and are available in more than 2,000 archives in 102 countries worldwide through RePEc ([Research Papers in Economics](#)). The series of research papers now includes 45 publications.

The theses written by the [Business Science Institute](#)'s doctoral students have been a great success ever since they were published. They have been downloaded in more than 36 countries, from Australia to China to Russia.

See below the latest publications:

[Marcus Bäumer](#), *What matters to investment professionals in decision making? The role of soft factors in stock selection*, EIKV, European Institute for Knowledge and Value management 44, 2020.

[Murad Erserbetci](#), *Einführung der EU-Datenschutz-Grundverordnung: Auswirkungen und Handlungsempfehlungen für die Unternehmensbereiche, Geschäftsleitung, Personal sowie Informationstechnologie*, EIKV, European Institute for Knowledge and Value management 43, 2020.

[Holger Niemitz](#), *Sein oder Nichtsein von Patentboxen in verschiedenen Ländern im Rechtsvergleich des Steuerberaters*, EIKV, European Institute for Knowledge and Value management 41, 2020.

[Maximilien Petit](#), *Management von Freiwilligen in luxemburgischen Nonprofit Organisationen. Einige Empfehlungen für die Praxis*, EIKV, European Institute for Knowledge and Value management 40, 2020.

[Jens Hoellermann](#), *ESG in Private Equity and other alternative asset classes: What the industry has accomplished so far regarding Environmental, Social and Governance matters*, EIKV, European Institute for Knowledge and Value management 39, 2020.

[Ulrike Vizethum](#), *Immaterielle Ressourcen, Basis der Wertschöpfung im Gesundheitswesen. Eine quantitative Analyse, gezeigt am Beispiel einer antimikrobiellen photodynamischen Therapie (aPDT) in der Zahnmedizin*, EIKV, European Institute for Knowledge and Value management 38, 2020.

André Reuter mit Beiträgen von Ralf Rössler und Thomas Gergen, *Postgraduale Weiterbildung im Gesundheitswesen gezeigt am Beispiel der DTMD University for Digital Technologies in Medicine and Dentistry*, EIKV, European Institute for Knowledge and Value management 37, 2020.

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## VIDEOS

Web conference "Turning crisis into opportunity: the experience of managers and employees" "[Transformer la crise en opportunités : le vécu des managers et salariés](#)", 8 April 2021.



Since December 2020, a network of researchers from [Business Science Institute](#) ([Paul Beaulieu](#), [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélié Dudézert](#), [Christophe Fournier](#), [Chantal Fuhrer](#), [Hugo Gaillard](#), [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [David Larivière](#), [Florence Laval](#), [Olivier Lavastre](#), [Jean-Fabrice Lebraty](#), [Lars Meyer-Waarden](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), [Nicole Saliba-Chalhoub](#), [Christophe Schmitt](#), [Gabriel Tremblay](#), [Jean-François Trinquécoste](#)) has been conducting an investigation to understand the transformations underway and the consequences of the health crisis on work.

The webinar on 8 April was an opportunity to present the results of this survey, which focuses on the experiences of managers and employees, and to suggest ways in which companies can transform this crisis into a genuine managerial opportunity.

Conducted in partnership with *Sphinx Développement* for the collection and analysis of data, this study brought to light some original results and made it possible to formulate actionable managerial recommendations. It also led to the drafting of a [White Paper](#).

[Les Causeries Management #2 - Crise Covid-19 : Organisation, télétravail et télétravailleurs](#), remote working and teleworkers, with Professor [Chantal Fuhrer](#), member of the [Business Science Institute](#) faculty.

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## ALUMNI NEWS



Xiaolie Qi, a doctoral student at Business Science Institute (Digital DBA Cohort n°2) is one of the two candidates running for the title of Med Practitioner Liaison-Elect of the [Management Education and Development Division](#) of the [Academy of Management](#).

The online election will run until 17 May 2021 on the [Academy of Management](#) website.

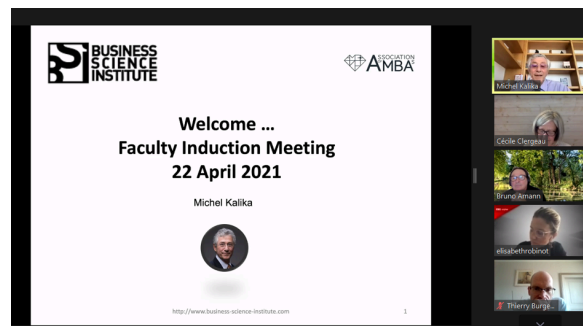


Barbara Ofstad, also a doctoral student at [Business Science Institute](#) (Francfort DE Cohort N°2), supervised by Professor [Anne Bartel-Radic](#), and Jürgen Hollatz, have published [Digitalisierung in der Berufsbildung zur Operationalisierung von Kenntnissen und Fertigkeiten](#), Hanser, 2021.

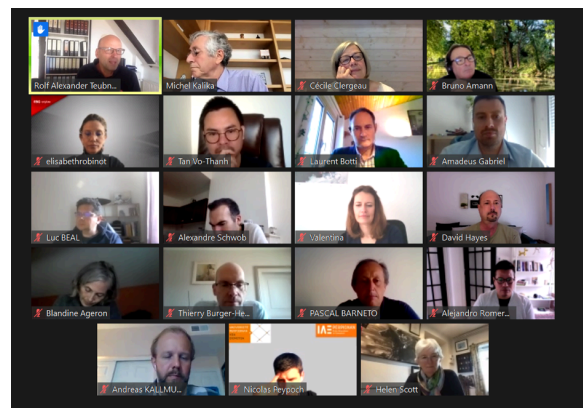
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## PHOTO HIGHLIGHTS





- **22 April** : Second induction meeting for new [Business Science Institute](#) faculty members led by Professor [Michel Kalika](#), President of [Business Science Institute](#) in the presence of Professors [Blandine Ageron](#), [Bruno Amann](#), [Pascal Barneto](#), Luc Béal, [Laurent Botti](#), [Thierry Burger-Helmchen](#), [Cécile Clergeau](#), Amadeus Gabriel, [David Hayes](#), [Andreas Kallmuenzer](#), Valentina Kirova, [Eric Paget-Blanc](#), [Nicolas Peypoch](#), [Elisabeth Robinot](#), [Alejandro Romero-Torres](#), Helen Scott, Alexandre Schwob, [Alexander Teubner](#) and Tan Vo Tanh.



- **24 April** : Workshop 2 "Field survey and data analysis" led by Professor [Jean Moscarola](#).

### Rappel du programme

| Les webinaires                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Ateliers                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Webinaire 1</b> : Type de sources (documents, entretiens individuels ou de groupe, info du web) et méthode de collectes (saisie de contenus ou transcriptions)<br><b>Webinaire 2</b> : Exploration lexicale et sémantiques (feuille de texte et identifications de thématiques émergentes)<br><b>Webinaire 3</b> : Recherche ciblée (analyse de contenu manuelle ou par construction d'un thésaurus ad'hoc)<br><b>Webinaire 4</b> : Communiquer les résultats (partage de l'expérience du corpus et de synthèses ciblées) | <b>Spécifier les instruction</b> à mettre en oeuvre pour transcrire un corpus ou le saisir<br><b>Former et entraîner</b> à la fouille de texte et à l'interprétation des résultats des analyses lexicales et sémantiques<br><b>Aider</b> à formuler les objectifs d'une recherche ciblée en construisant un code book ou un thésaurus<br><b>Dialoguer et éclairer les choix</b> pour choisir la meilleure approche, communiquer et défendre une thèse |

Vos progrès dépendront de vos contributions

### Vos contributions

**Augustin Wandji** : étude de cas d'une entreprise en hyper-croissance à partir de l'analyse de 25 entretiens non directifs effectués auprès de ses dirigeants.  
Analyse lexicale et sémantique des transcriptions intégrales.  
<https://doi.org/10.1016/j.jbusres.2020.105801>

**Paul Omandji** : Analyse de 30 récits de vie relatifs aux choix d'études universitaires en management. Sélection et codification de 215 extraits (15 508 mots)  
Grille de saisie / codification, analyse comparative.  
<https://www.scribd.com/document/511111111/Code-Book-Comard-Report-2020>

**Bob Lassili** : étude sur les conditions de développement de coopérative à partir d'une enquête par questionnaire auprès d'une centaine de producteurs et d'entretiens non directifs avec une dizaine de gestionnaire de coopérative. Reprise du formatage des données du questionnaire Analyse quali / quali par résumé et comparaison des points de vue provenant des entretiens Résultats questionnaires <https://doi.org/10.1016/j.jbusres.2020.105801>

Entretiens transcriptions : analyses : <https://doi.org/10.1016/j.jbusres.2020.105801>

**Mohamed Conde** : Management stratégique du développement durable pour les compagnies d'énergie électrique Afrique de l'Ouest. 200 entretiens individuels ou collectifs dont les résultats sont présentés sous forme de liste de 30 types de problèmes et 38 types de solutions assortis d'indication statistiques sur l'importance des problèmes et l'impact des solutions.  
<https://doi.org/10.1016/j.jbusres.2020.105801>

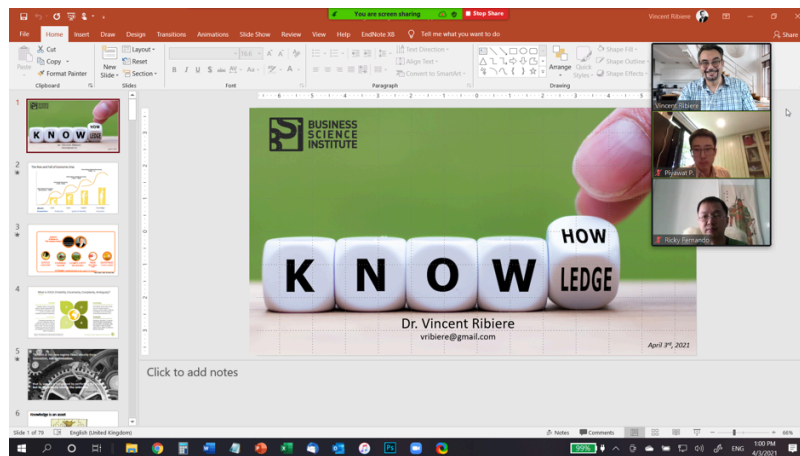
## DOUALA

- **29-30 April & 1 May** : "Quantitative Research Methodologies" seminar for participants from the Douala Cohort N°3 in the presence of Professor [Jean Moscarola](#).

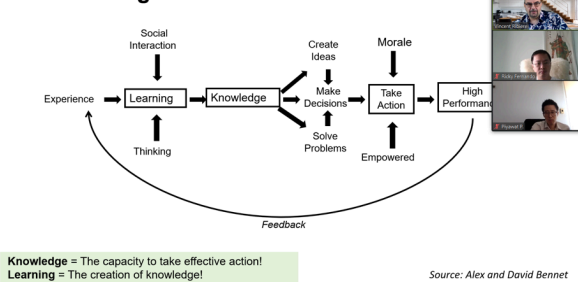


## BANGKOK

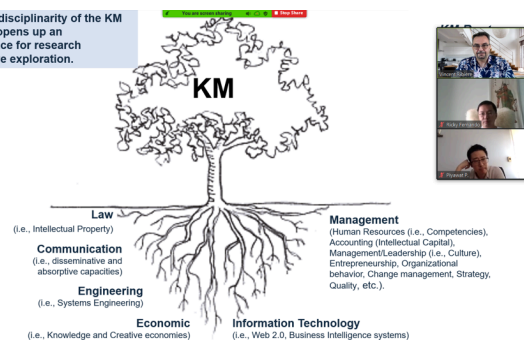
- **2-3 April** : "Research in Knowledge Management" seminar for participants from the Bangkok Cohort N°2 in the presence of Professor [Vincent Ribièrè](#).



### The Learning Environment

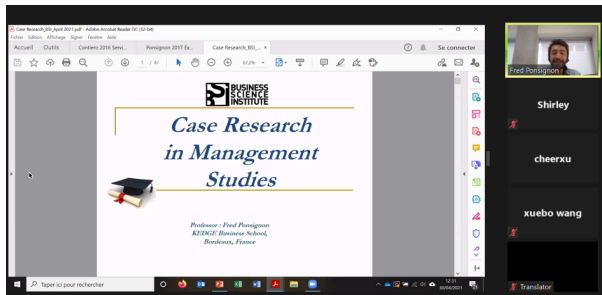


The multi-disciplinarity of the KM discipline opens up an infinite space for research and creative exploration.



## SHANGHAI

**30 April** : "Case Research Studies" seminar for participants from the Shanghai Cohorts N°2 and 3 in the presence of Professors [Pierre-Jean Barlatier](#) and [Frédéric Ponsignon](#).



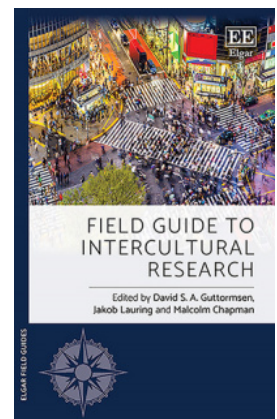
## PUBLICATIONS

[Field Guide to Intercultural Research](#), Edited by David S. A. Guttormsen, Edward Elgar Publishing, 2021 :

Hana Abdo, Amélie Artis and [Anne Bartel-Radic](#), « Challenges and promoters during international fieldwork in Lebanon », pp. 288-295.

Thi My Hanh Huynh and [Anne Bartel-Radic](#), « Doing qualitative field research in Vietnam », *Field Guide to Intercultural Research*, Edited by David S. A. Guttormsen, Edward Elgar Publishing, 2021, pp. 322-329.

[Christoph Barmeyer](#) and Eric Davoine, "Intercultural challenges of 'rapport' in French–German organizational field research – insights from a binational research tandem ", pp. 230-242.



## MEDIAS



[The Genesis of Business Science Institute](#)

[DBA Graduation Ceremony](#)

[What motivated Experienced Managers to pursue a DBA Programme?](#)

## SELECTIONS EN COURS

[ILE MAURICE](#)



[Executive DBA Mauritius \(2021-2025\)](#).

## BAMAKO

Executive DBA - Bamako - Promotion n° 2 (2021-2025).



## CASABLANCA

Executive DBA - Casablanca - Promotion n°1 (2021-2025).

## DAKAR

Executive DBA Dakar – Promotion n°7 (2021-2025).



## FRANCFORT

Executive DBA Francfort - Promotion°3 (2021-2025).

**Pour plus d'informations, contactez-nous :**

Du lundi au vendredi, de 9h à 18h :

+352 621 376 588 (Luxembourg)

+33 7 60 73 42 15 (France)

[contact@business-science-institute.com](mailto:contact@business-science-institute.com)

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## MANAGEMENT RESEARCH NEWS

**IRA FPA**

Institut de Recherche et d'Action sur la Fraude et le  
Plagiat Académiques

Intégrité académique / lettre 85 – 27 avril 2021 (Academic Integrity / Edition 85 -  
27 April 2021)



Société Française de Management

[sfm-management.org](http://sfm-management.org)

Notre avis sur l'encadrement des thèses (Our opinion on thesis supervision)





[Appel à contributions sur les nouveaux enjeux de la souveraineté](#) (Call for papers on the new challenges of sovereignty)

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## ONLINE DBA



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