

PREFACE

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President Business Science Institute

This book is a source of considerable pleasure for me as President of Business Science Institute.

The initiative for this book was taken by Cédric Baudet, one of the first graduates of our Executive Doctorate in Business Administration (DBA) programme, who now coordinates the activities of the alumni association. The book is innovative and original in its purpose and structure as well as in the way it was compiled.

Innovative, in the same way as the “Business Science Institute” collection published by EMS editions, which now includes some thirty books, half of whose authors are professors working in the DBA programme and the other half our DBA graduates.

Original, because the very concept of doctors advising doctoral students is not part of the academic tradition, in which it is usually the professors who advise their own doctoral students. However, for several years now, during Business Science Institute’s Annual International Week held in Wiltz during the last week of September, Cédric Baudet has been hosting a session in which he invites our graduates to answer questions from managers studying on the DBA programme. In the same way we consider that the role of a DBA programme is to enable the production of knowledge by managers stemming from their own managerial

experience, this book shows that doctoral managers, armed with their experience of the doctoral process, are also able to create and share their knowledge of the doctoral journey.

The book is also innovative in its seven-part layout, which has been designed to match the main stages of the doctoral process, starting with the choice to pursue a DBA thesis and ending with life after the thesis! Each stage of the thesis is covered, including the literature review or the preparation of the defence. The themes of each chapter correspond to very real concerns of doctoral student-managers. The analysis is clear and extremely helpful.

The design of the book in the form of short chapters, in which a graduate offers advice to doctoral students in a clear, concise and personal style is also well suited to the expectations of managers who are used to receiving clear answers to equally clear questions.

This book also captures the essence of the community that has developed within Business Science Institute among our alumni. This community is not only a network of doctors from many different countries who often only know each other through the medium of information technology. This community reflects both an attachment to the doctoral institution that has enabled our graduates to develop their views on managerial issues, but also a desire to continue working and publishing as part of Business Science Institute. It is for this reason that we took the decision to create an associate researcher status for doctors who continue to publish books, articles, etc. after completing their thesis.

Reading the book also confirms an intuition that existed before the creation of this programme. The essence of a DBA, where the risks of dropping out are high due to professional demands, academic requirements and a form of isolation that is both conceptual and geographical, lies in the quality of the supervision of the doctoral students, in the special relationship that develops between the thesis supervisor and the participant, and in the responsiveness of the support team. While the success rate at Business Science Institute is high compared to traditional PhD programmes or other DBAs, this is not because we are lenient, far from it, but due to the shared commitment of

the faculty and support team to being available and responding quickly to requests from our students. What is considered to be part of the DNA of Business Science Institute is in fact a key factor in the success of doctoral student-managers.

The book also highlights the impact of the programme on these managers who have now become doctors. The ability to take a critical stance on their practice, the capacity to transfer and to communicate knowledge bear witness to the in-depth transformation in their reasoning process. This is proof of the impact of the DBA on individuals and there is no doubt that such an impact goes hand in hand with an impact on the management of their organisations. The results of our Alumni surveys confirm this.

It goes without saying that the views of the graduates in this book are their own, but it must also be said that this insight into their own doctoral journey is highly relevant for any current or future DBA student.

INTRODUCTION

Cédric BAUDET

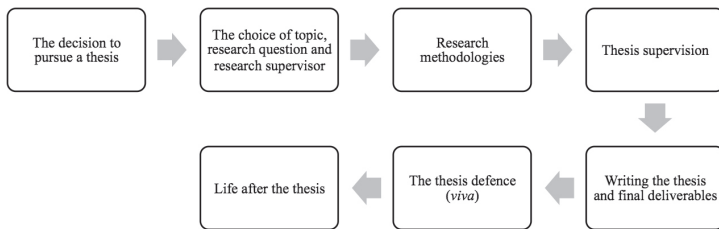
Books intended for doctoral-level management students are usually written by university professors. While we fully acknowledge the considerable value of such books, particularly in terms of methodology, doctoral graduates who are practising managers, can also offer extremely valuable and complementary advice to that of academics. Accordingly, this joint publication offers advice written by doctor-managers for doctoral management students and, more specifically, for doctoral managers who have extensive professional experience and pursue a full-time occupation in parallel to writing their thesis. The idea behind this book is therefore to share knowledge between peers. To the best of our knowledge, this is the first book to give advice to doctoral students from practising doctor-managers.

This book is the outcome of annual meetings held during Business Science Institute's international week held in Luxembourg. Ever since 2016, Business Science Institute alumni have been sharing with doctoral student-managers their way of working and experiences during their thesis journey. We have been able to draw two conclusions from this initiative. On the one hand, doctoral student-managers look to understand the mechanisms of research in order to create knowledge from their own considerable professional experience. On the other hand, doctoral managers aim, after their thesis, to share the knowledge gained from their doctoral research journey. This involves, first

and foremost, passing on this knowledge to their professional network, for example through specialist publications, seminars or appearances in the media. It is this need to pass something on that led me to suggest to the alumni that they keep a record of their advice and share it through a joint book published by EMS in the Business Science Institute collection.

14 doctor-managers representing 10 different nationalities provide guidance in the form of short chapters divided into 7 parts, covering the entire doctoral process.

Figure 1. The seven parts of the book



In what we hope will be a very instructive way, the authors present concise but detailed chapters. These are designed to stand alone, but also to form what we hope is a coherent whole. Each one follows the same structure. We highlight a question that any doctoral student may have, we propose some keywords to characterise the content of the chapter, and then we present a piece of advice in the body of the text. At the end of the book, we present some suggested background reading that may help the doctoral student to explore the topics covered in the chapters in greater depth.

I would like to express my warmest gratitude to Professor Michel Kalika who gave me the freedom to undertake various initiatives to impart knowledge to the doctoral student-managers at Business Science Institute. This book is the culmination of these efforts. I have a very special thought for Caroline who accompanied me throughout the writing of this book and who tirelessly read, corrected and re-read the authors' chapters. Thanks also to Stephen for his help and availability in translating the manuscript

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from French into English. Finally, this joint publication would not exist without the Business Science Institute's alumni network members. I would like to thank the authors for respecting the deadlines, but also for their humility and their kind attention to our reminders, our revisions and our numerous comments. I know how difficult it is to write a book in parallel to a demanding professional activity. Writing is not an easy exercise. You can't just write "to order".

Had I recollected all not a thought would have occurred worth preserving. I do not foresee when I shall have ideas; they come when they please, and not when I call for them; either they avoid me altogether, or rushing in crowds, overwhelm me with their force and number. Ten volumes a day would not suffice barely to enumerate my thoughts; how then should I find time to write them?

Confessions, Book IV (Rousseau, 1782)

May this book help and guide students in their writing...