

GROUPE ISCAE INTERNATIONAL NEWSLETTER

SUMMARY

02 GROUPE ISCAE AT A GLANCE

03 ACCREDITATIONS

04 CURRICULA CONSTANT UPGRADING

- New curricula design, national re-accreditation of all Groupe ISCAE programmes.

06 INTERNATIONAL DYNAMICS

- 5th International Conference on Business Economics, Marketing & Management Research.
- Attending International Conferences.
- A delegation from Groupe ISCAE at 10th Eduniversal.
- The Second Seminar of Center for China and Arab States Reform and Development Studies.
- The AABS Annual conference held in the American University in Cairo
- WEI Conference on Business and Economics at Harvard University.
- AMBA Global Deans and Directors Conference.
- AACSB Annual Accreditation.

17 ZOOM

- 5th Edition of Doctoriales.
- «Africa is calling!» .
- Groupe ISCAE, is now listed among Bloomberg World-Class Business School Education.
- 2nd Edition of the International Doctoral Symposium in Economics and Management.

22 NEW RESEARCH STATUS FOR OUR PROFESSORS

23 RESEARCH OUTPUTS

25 HIGHLIGHTS

- Call for papers: V^e International conference on corporate social.
- Participating in Business Ethics seminars.
- Carrefour du Manager.
- The newspaper «l'Economiste» awards the ISCAEISTES for Research in Economics and Management.

28 RESIDENTIAL SEMINARS

29 NEW PARTNERSHIPS

New Year Greetings 2018

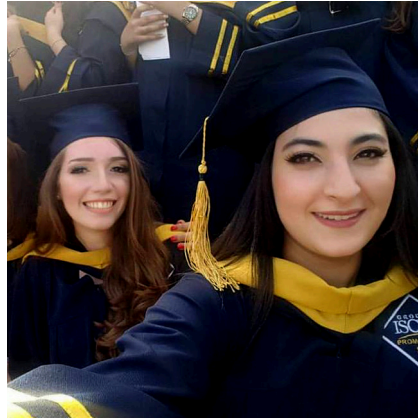
“At the end of the year, we celebrate the goals that have been accomplished and greet all of those who helped to fulfill them. We are proud to be one of the most prestigious institutions in the country and we owe that to the professionalism of our professors, staff, students, and partners on this special month we send a greeting with a lot of affection expressing them our admiration. Groupe ISCAE is made up of people who try their best every day to achieve great goals and so we are delighted to celebrate the arrival of the new year with you, have a Happy New Year 2018.”





45

Permanent Faculty Staff



+10 000

Graduates



70

International Students



91

PhD Students



60

Partner Universities



Groupe ISCAE is AMBA accredited

Groupe ISCAE has recently earned AMBA accreditation and consequently has joined, an elite group of business schools pioneers and passionate about the modernization and transformation of higher education, research and, more broadly, educational approaches.

Established in 1967, the AMBA Association provides Global Standards for MBA, DBA and Master's programs. AMBA accreditation is bestowed to only 2% of management schools in over 70 countries.

The AMBA accreditation is the result of a self-assessment process and an on-site visit by a dedicated evaluation team.

At the end of this peer review process, AMBA reveals a real ambition of the school to fulfill its educational mission to train entrepreneurial, innovative and creative graduates highly valued by companies.

“ISCAE is the first Business school in Morocco to be awarded the prestigious international accreditation AMBA (Association of MBAs). AMBA is part of the Triple Crown: AACSB, AMBA and EQUIS. This international recognition certifies almost 50 years of national leadership and excellence in the first business school of management in Morocco. An accreditation which will mark a new turning point for the sustainable development of Groupe ISCAE, in accordance with international standards”. Said Nada BIAZ, General Director of Groupe ISCAE.

With this accreditation covering 3 years from 2017 to 2020, ISCAE will continue its road of progress and is

willing to obtain more prestigious international accreditations, AACSB and EQUIS, which constitute another challenge for the institution.

AMBA Accreditation, an international recognition of ISCAE label

Groupe ISCAE Executive MBA program is exclusively delivered at ISCAE Casablanca premises and contributes to the ISCAE label and notoriety. This executive training allows participants to take advantage of a transformative learning experience, in a proactive context, which uses their experience feedback to provide a meaningful benefit to the conceptual inputs of the seminars, in a participatory and pragmatic way. It offers the participants concrete opportunities to test their managerial skills, notably through the business diagnosis and entrepreneurship projects they carry out in groups and through a concrete study of managerial transformation and performance improvement that they develop within their professional thesis.

Participants also find opportunities within the framework of this program to take initiatives directly linked to the world of business or civil society. They also take advantage of the study tour to open up to foreign managerial cultures, through an international immersion.

This program, in fine, was the lever for the participants to review their managerial profile and their career plan. It has been the source of many changes, conversions and career changes.

New curricula design, national re-accreditation of all Groupe ISCAE graduate and post-graduate academic programmes and accreditation of the new Bachelor programme



Nada Biaz, General Director of Groupe ISCAE:

«The diversity of the academic programmes will allow ISCAE to recruit the best talents all along the curriculum: post-baccalaureate, post-preparatory classes, post-graduate»

Referring to an interview with “L’Economiste”, N°5007 of 20th April 2017, The General Director and Dean, Nada Biaz, gives us a preview of the schools on-going projects.

L’Economiste: More competitive and more globalized, the landscape of higher education has changed. How does ISCAE position itself?

Nada Biaz: Indeed, business-schools are facing new challenges, which are in fact survival imperatives. Either you tackle them to achieve sustainable development, or you will die. International openness, mobility, the collaborative approach to the co-creation of knowledge, the adaptation of pedagogical approaches to digital transformation, etc. The missions are also broadened to encompass research, executive education and consulting. ISCAE wishes to build its future by being faithful to its leading position, and remaining a place of social mix, where the only criterion is merit.

L’Economiste: How do you prepare for all this?

Nada Biaz: We highlight excellence, through ultra-selectivity (the rate of final admission is 9% of all applications). We also rely on the attractiveness of our campus and the reputation of ISCAE as a first choice for national and sub-Saharan students. In order to have a tailor made approach, we have a dedicated structure to support international

Actually, It is a tough battle for talents, becoming ever more rare. ISCAE is willing to keep capturing a maximum of the most brilliant national and international students in accordance with its very selective positioning. The prestigious public business-school is thus preparing to overcome the challenge through strategic priorities: Assurance of learning, digitalization, research, internationalization, lifelong learning, entrepreneurship, and corporate partnership.

students. I think that ISCAE has a role to play alongside other institutions in improving the attractiveness of Morocco in education. During the last decade, the number of researchers and students in international mobility has grown significantly. If Morocco wants to take part in the development of this trend, we will have to be prepared for it.

L’Economiste: In concrete terms, what are the projects you have carried out?

Nada Biaz: On the pedagogical level, we reviewed the design of all programmes of the Grande Ecole (Master Degree Level), based on international benchmarks and employers’ needs. We have also introduced digital pedagogical platforms, and duplicated several courses in English as part of a project called «English Path». Professional immersion projects, internships and master theses have also been revised. All these measures were carried out inclusively, involving faculty from all departments. Another flagship project is Groupe ISCAE national management bachelor, which has been approved by the Ministry of Higher Education. With this new Bachelor programme, Groupe ISCAE will begin to select candidates from the baccalaureate, and not only at the level of preparatory classes.

L’Economiste: When exactly the bachelor programme will be scheduled?

Nada Biaz: By the beginning of September 2018-2019. It is a highly selective programme, which will help drain the most brilliant students in Morocco and abroad. We named it «BBA with honors, with selective access». As part of the agreement we have signed with ESCP Europe, the most deserving students of this programme will be suggested for an enrollment at the 2nd year Grande Ecole of ESCP Europe (Master 1 level). They will also be able to apply for the 2nd year of ISCAE Grande Ecole.

L’Economiste: Do you think that Morocco is ready to become a hub of education in the region?

Nada Biaz: We should admit that it is difficult to attract foreign students if we fail to retain our own students. In 2015, for example, more than 10% of foreign students in France were Moroccans, 33,000. It is possible to avoid a brain drain of high school graduates and students, who are often very brilliant, only through the multiplication of excellent curriculum at ISCAE or elsewhere. Besides that, it would be necessary to improve the quality of our campuses, housing facilities, and the spaces dedicated to young people.

The internationalization policy of ISCAE was initiated several years ago. We have about sixty partnerships with international schools and universities. In 2015-2016, nearly 170 students have benefited from exchange and double degree opportunities. In 2016-17, during the fall semester, ISCAE Casablanca campus has attracted more than 80 international students.

L’Economiste: What about Executive training?

Nada Biaz: It’s also a fundamental strategic unit for us. Recently, we have launched a new brand, «ISCAE-Corporate». It is based on the history and notoriety of our institute. A dedicated center was built to professionals, reflecting excellence. We inaugurated this facility in September 2017-2018, with the launch of new advanced programmes. We offer certificates, specialized masters and Executive MBA. With this project, we have increased our hosting capacity by 50%.

L’Economiste: What are your actions concerning international accreditations?

Nada Biaz: These longstanding projects are not common in Morocco. We have created an international accreditation cell. We have programmed residential awareness seminars for faculty and administrative staff. It is a challenge that must be understood in an inclusive way. The process, which is very expensive, lasts five to seven years and requires a strong mobilization of all stakeholders.

L’Economiste: Can you give us some insights about your entrepreneurship incentives

Nada Biaz: In this regard, project details are confidential still, but ISCAE is preparing an entrepreneurship center for students, with «an important institutional partner». It is our mission to develop this spirit of adventure, risk-taking, initiative, innovation and student autonomy.

This incubator project will help us to develop further the entrepreneurial vector. According to our last statistics, among ISCAE students, two-thirds are girls, 85% of them find a job at 6 months upon their graduation, against nearly 10% always looking for opportunities, changing jobs or engaging in entrepreneurial endeavors and 5% who pursue their studies (PhD. or chartered accounting cycle) ■

Pr. Najah Chahid, Groupe ISCAE faculty member has attended the 5th International Conference on Business Economics, Marketing & Management Research (BEMM - 2017) November 18-20, 2017, Sousse - Tunisia



Pr Najah CHAHID, Groupe ISCAE faculty member has attended The 5th International Conference on Business Economics, Marketing & Management Research (BEMM - 2017), the event brings together innovative academics and industrial experts in the field of Economics Business and Marketing Management to a common forum. The conference is held every year to make it an ideal platform for people to share views and experiences in Economics Business and Marketing Management and related areas.

Pr Najah CHAHID, along with two other Professors had submitted a paper work under the theme “The Raising Cost Determinants of Microfinance

in Morocco: Evidence from a Multiple Case Study”, which is summarized as follows:

Abstract—The problem of microfinance high cost is subject to multiple debates both in Morocco and worldwide. This cost is charged to microcredit beneficiaries through the granting of loans at high interest rates. This article aims to raise the cost determinants of the four most representative Moroccan microfinance institutions (MFIs) of the sector. The analysis shows that the high cost of microfinance consists mainly of operating expenses. Furthermore field investigation characterizes the behavioral attributes of individuals, namely microfinance agents limited rationality and borrowers ex-ante and ex-post opportunism. The first phenomenon refers to microfinance agents inability to seize all information concerning microcredit beneficiaries and the incompleteness of the contracts signed by the borrowers. The second phenomenon related to opportunism refers, upstream, to the concealment by borrowers of their intentions and downstream to the risk of non-repayment of borrowed funds. These results agree with Williamson’s transaction costs theory ([1], [2], [3]) which asserts that the limited rationality of agents and borrowers opportunism contribute to higher transaction costs. A network structure [4] involving non-profit academic incubators would reduce MFI’s transaction costs by providing resources for better sustainability of funded projects.

Keywords— Microfinance, Cost, Transaction Costs, Networks ■

[1] O.E. Williamson, *Markets and Hierarchies: Analysis and Antitrust Implications*, Free Press, New York, 1975.

[2] O.E. Williamson, *The Economic Institutions of Capitalism: Firms, Markets, Relational Contracting*, Free Press, New York, 1985.

[3] O.E. Williamson, “Transaction Cost Economics: How It Works ; Where it is Going”, *De Economist*, vol. 146, pp. 23-58, April. 1998.

[4] R. Burt, “The network structure of social capital”, *Research in Organizational Behavior*, vol. 22, pp. 345-423, 2000.

Attending International Conferences

November 8-10, 2017, Johannesburg - South Africa

Groupe ISCAE was represented at the EFMD MEA Conference held in Johannesburg, South Africa from 8 to 10 November 2017 under the theme «Developing Opportunities and Talent for Growth».

The participants were invited to express, in images and colors, their ideas as «brainstorms».

In fact, workshops of 6 to 7 members from different nationalities made it possible to express the specific challenges in terms of 3C (Country, Culture, Context) as well as the role of Business Schools as agents of change.

This conference was an opportunity to strengthen the existing cooperation links and to create new ones, to become aware of the increasingly significant presence of Moroccan schools (or established in Morocco), their behavior within African and international community, and the need to capitalize on it so that our country is best represented. Thus, the presence of public and private schools was a reflection of the diversity and complementarity of the higher education management in Morocco.

Below is a summary of the presentations and workshops around the central theme «Developing Opportunities and Talent for Growth», as reported by Ms. Nada BIAZ:

« The conference was hosted by Gordon Institute of Business Science, which happens to be one of our partners in South Africa GIBS».

GIBS Mission Statement: “At GIBS we significantly improve responsible individual and organizational performance, primarily in South Africa and increasingly in our broader African environment, through high quality business and management education”. In a region where there are so

A unique, rich, colorful experience, highlighting diversity and singularity of MEA zone (Middle East and Africa)

many challenges, a South African humanitarian actor opened the conference, under the theme:

“Overcoming Against All Odds: Lessons from Gift to the Givers”.

This session was presented by Imtiaz Sooliman, the founder of a humanitarian organization called “Gift to the Givers”, that helps people regardless of their color, origin, religion, because some communities suffer from situations they didn’t contribute to (wars, instability, natural disasters...). This agency rises funds and organizes logistics and expertise for operations such as mobile hospitals and providing back-up supplies. This African NGO was involved in Sri Lanka after a Tsunami, in Niger suffering from Famine, Pakistan after Earthquake, in Bosnia, in Somalia. The message that was meant to be conveyed was about how civil society and the corporate actors can contribute to help thrive in a challenging environment, especially in African countries.

Actually, there are very different challenges from one MEA sub-region or country to another; but also, there are common ones. Here are some specificities of the MEA region:

- 60% of the population is under the age of 25
- 3 million young people enter the job market every year
- 29 % of employment is in public sector, which puts a lot of pressure on governments

This is a challenge because it becomes a big mess when expectations of youth are not met.

Therefore, Youth Empowerment is at the heart of both opportunities and talent growth. However, 65 % of today students will be working in jobs that do not exist yet. Educating a responsible, autonomous and agile new generation is a key factor of success.

Moreover, the decision of going for business by investors or multinationals depends a lot on geopolitical and geo-economical contexts. That is why it is important to educate business leaders and decision makers who can decode “real” versus “false” opportunities, assess risks, and understand local specificities.

All that being said, what is the MEA potential?

- Population growth
- Economic growth (Business opportunities, Increasing middle class, extensive market)
- Social development (through Education, women empowerment, healthcare)

New opportunities for development should be business amongst sub-Saharan Africa and sub-Saharan countries and Arab and Middle East countries, on top of the traditional relations with Europe and Asia.

The opportunities are in building things together. The Business Schools have a lot to do in this regard, developing African business, leadership and

education models and sharing them with the rest of the world. In this regard, Business Schools should be Change Agents by grooming a new generation of leaders and going from Quality to Impact, a generation capable of decoding the signs of their global environment and calculating its impact on economic growth, a generation able to make structured decisions in an uncertain and complex economic climate. That would be an agile anticipating generation with quick, smart and creative reactions, but also with a long-term vision. Everybody agrees now that what matters most in Business Schools, is not what students study, it's how they solve problems. So real world exposure, through



corporate partnership is at the heart of the process of education in a Business School, whether it's through case studies, immersion field projects, guest speakers, or professional oriented events.

On another note, in a virtually small world, mobility gets a critical piece of interest, with different sets of tools: student exchange, distant on-line learning, Uber, personalized services, etc. Business Schools Students should be prepared and eager to move as much as possible, physically and virtually. Connectivity should not be a problem anymore. African and MEA countries in general still have a way to go in this regard. Currently with very limited flight connections within the region, it is easier to get to western countries than go to a neighbor country from the same sub-region.

From the point of view of one of the guest speakers, Howard Thomas, distinguished Emeritus professor and writer of a book on "Findings on the future of management education in Africa", there are critical issues deserving greater attention in Management Education in Africa:

- Continual empirical deficit in understanding the variety and evolution of business globally

- Current challenges in African Management Education

- Capacity building and upskilling of workers

- The need for a management education Ecosystem (sharing materials, case studies, collaboration, reasonable standards for local and regional accreditations such as AABS...)

- Specific critical issues: Blind spots

- Lack of demand-side orientation (business schools are largely shaped by their university context rather than the market, too much regulation of management education by African governments, lack of research on management practices / needs from students, stakeholders and businesses that can inform the design of management education in Africa).

- Unequal access to management education (issue of affordability, insufficient capacity, few scholarships, business have yet to take an active partnership role in management education).

- The need for a global – local balance (important global perspectives, need of balance through "glocalisation", between local relevance of African management education, culture and context, with importance of global

awareness and relevance, too much mimicry of western approaches to management education). Some schools focus on global rankings rather than African relevance and values. There is a need for greater focus on issues and problems in Africa by upscaling research and bridging the gap between faculty and corporate world.

- Data Analysis (availability, credibility, consistency, relevance, reliability...).

No matter what the specific challenges and opportunities are in the MEA region, there are also some general global disruptive factors to deal with. The most challenging one is today's disrupting society that determines the way talents should be developed.

What is disrupting Society?

A society that goes faster than our ability to adapt as organizations, because it is changing faster than ever before and it will never go slower again. This fact makes it so uncertain and hard to imagine what the future is going to be.

The pace of the change is exponential, global and it challenges all generations. It is a lifelong adaptation path. In this context, the singularity means positioning the human intelligence versus artificial intelligence. What is it that a person can do that the machine cannot do? How can a human contribute without feeling idiot or redundant? This is where an individual can express his singularity; whether it is a student, a faculty, a manager, or a worker...What does this mean for business education? Where is the benefit? Where is the transformative mission?

Empathy (putting yourself in the others' shoes) is a key success factor to understand what others need really, and what you can bring that machines cannot bring.

Consequently, Singularity and Empathy are two important words in a disrupting society. We are still human and we should think in terms of H2H

(Human to Human) relations not B2B or B2C.

The personalization approach means that connection is not about technology only, it is also about esteem, reputation and confidence, about safety, order and certainty, about community belonging and love. So what is needed is “more knowledge colored with empathy”.

Another requirement to survive and succeed in disrupting society, is to learn, learn to learn, learn to unlearn and learn to relearn, through the glasses of human connection, singularity and empathy.

The process of Unlearning/ Relearning is about changing your internal dialogue; it is not about acting, it is about being and acting according to new messages.

Leadership is about what people feel and this is only possible if you develop an H2H attitude.

Get rid of your assumptions, unlearn, and relearn, etc.

Be human and connect as a human, this is the best consistent possible response to a disrupting society, and that’s part of the Business School mission as Catalyst of change.

Another Issue / odd to overcome: Scare resources and urgent need for innovation.

Few resources can have advantages.

What do resources mean for innovation?

- Tangible (places, equipment, ICT, infrastructure, tools)

- Skills (management, collaboration, imagination, creative problem solving)

- Mindset and character.

No matter what the tangible and skills are, conditions for success in this context are related to mindset:

Beta mode skills

Experimental attitude

Awareness/ consciousness

Co-creation approach

Seeking many partners

Obtaining commitment and stitch together the key people

Being innovation catalyst.

Like in any region, Business Schools from MEA are themselves disrupting and disrupted. They are disrupting when they are pioneers in their field, and they are disrupted by new players such as international campus branches opening, online learning and MOOCs, and corporate physical or virtual campuses.

To overcome all these challenges, develop opportunities and talents, there is definitely a need to raise dynamic capabilities within business schools, to encourage agility and inclusiveness.

The conferences ended with a call for Action for Middle East and Africa, in order to contribute as co-responsible actors of change.” ■

A delegation from Groupe ISCAE at 10th Eduniversal World Convention



Groupe ISCAE was represented at 10th Eduniversal world Convention, held in Dubai from 8th to 12th November 2017.

This convention is an opportunity to exchange Ideas, experiences and opinions, with deans and Educational managers interested in expanding cooperation and lasting personal and professional relationships.

In addition to workshops and one to one meetings between the institutions representatives, extra networking events were organized to exchange best practices in international collaboration ■

The Second Seminar of Center for China and Arab States Reform and Development Studies November 5-16, 2017, Shanghai - China



The Second Seminar of Center for China and Arab States Reform and Development Studies 2017, November 5th –16th
40 participants from 22 countries of MENA Region

The seminar was organized by the Ministry of Foreign Affairs and National Education of China, it was spread over a period of 12 days, The seminar aimed to present the main features of the new Chinese development model set up since the election of President HI Jinping to head China in 2013.

This model of development follows 40 years of reforms was initiated by the former President Deng Xiaoping who undertook to modernize the Chinese economy with the objective of opening up its economy and attracting foreign direct investment (FDI) on the Chinese ground. These reforms have already proved beneficial since China has now become the second largest economy in the world after the United States of America, in terms of GDP per capita. A number of seminars were given by Chinese university professors, experts and politicians on various topics such as:

- The Chinese history and culture
- The Chinese economy since the end of the 1980s
- The Chinese education system
- The Chinese diplomacy and more particularly the relations between China and Arab countries

These different seminars were supplemented by a number of field visits. Thus, there was the opportunity

to visit a number of iconic companies, such as the COMAC aeronautical company that manufactured the first Chinese-built aircraft, the new technology company ZTE, the new city of Hyue specialized in international trade.

Opportunities for Groupe ISCAE

During this training program, the Vice President of the Shanghai International Studies University (SISU), expressed his willingness to develop a lasting and specific partnership with Groupe ISCAE. As such, the President of SISU made an official visit to Morocco the week of November 20th, 2017. He visited ISCAE and discussed the possibilities of this partnership.

In addition, Groupe ISCAE has contacted officials at Xiamen* University to build a partnership ■

*Xiamen University is a university founded in 1921, it has nearly 30,000 students and is in the ranking of the 500 best universities in the world (as per the University of Shanghai ranking).

Professor Zaim and 9th MBA Class Students in the USA annual Study Tour from 22nd to 29th April 2017



The study trip consists of two visits: a visit to Boston's Northeastern University and a visit of New York City.

The two days Seminars were provided by lecturers and researchers from the University.

At the - D'Amore-McKim Business School premises. The main theme of the training program was «American Business Practices». At the end of the training programme, each participant received the certificate of attendance. Visits were organised to the university library, Harvard Business School, and MIT – Massachusetts Institute of Technology-, as well as « KIDDE Fire

System » factory, whose Manager made a presentation around “Company's Management”.

This business trip, was an opportunity to initiate a discussion about faculty exchange and students exchange for longer programmes, that international departments will translate to a mutual beneficial partnership.

Professor Zaim has emphasized that EMBA Study tour is an interesting pedagogical experience that needs to be further improved ■

AACSB Europe, Middle East, and Africa Annual Conference

St. Julian's, Malta - October 2017

250 participants, from 47 countries



At the AACSB Europe, Middle East and Africa conference, held in Malta, Groupe ISCAE General Director Ms. Nada BIAZ was invited as plenary speaker on the theme «Building Solid Partnerships on Global Scale». This conference brought together 250 participants (Presidents, Directors, Deans and Heads of International Relations of Business Schools members of the AACSB network). The conference was an opportunity for Ms. Nada BIAZ to emphasize the added value of the best local Business Schools through «win-win» partnerships with accredited international schools. She outlined the diversity of the EMEA region as a source of invaluable wealth, if the European schools are aware of the local specificities of the academic partner and the necessity to have an adaptive attitude towards schools in developing countries, namely Africa.

A successful North-South partnership should not be based on a unique standard (accredited or not accredited) but rather on complementarity, originality of the collaboration axes and the field experience/expertise of the locally recognized Business School.

A lasting partnership is based on trust, flexibility and mutual commitment. This is the strong message that the General Director has tried to convey when inviting the World Class Business Schools Deans to adapt their criteria and approaches by selecting partners on the basis of their legitimacy and reputation at the national level first and foremost.

Finally, the international business community of the best Business Schools in the EMEA area has appreciated and applauded the presentation, which has the merit to give Groupe ISCAE more visibility, especially with the recent announcement of its AMBA accreditation ■

The AABS Annual conference held in the American University in Cairo May 14-16, 2017, Cairo - Egypt



The Second Seminar of CenteProfessor Mohamed Amine ISSAMI has participated from 14 to 16 May 2017, to the Annual Conference, at the American University in Cairo of the African Business School Association organized around: "African Business Schools: Advocates for Better Business".

This event was an opportunity to lead debates and exchange ideas and experiences with educational leaders of African Universities and Business Schools and opinion leaders who are often interested in spreading cooperation and lasting relations between their respective institutions and Groupe ISCAE.

The Association of African Business Schools' Annual Conference has taken place at The American University in Cairo (AUC) School of Business, Cairo from Sunday 14 - Tuesday 16 May 2017. The AABS Connect 2017 theme African Business Schools: Advocates for Better Business.

The event is the first of its kind in Africa and it is believed that the time is right to promote quality management education in Africa, promote to students, academics, professions, corporate government and anyone

concerned with development in Africa and to provide a link to fellow business school practitioners, business, and thought leaders.

The seminar Purpose:

To revise/update the accreditations standards, highlight the features that makes AABS Accreditations Unique: Context and Impact, and propose three categories of AABS accreditation based on a school's percentage score in its evaluation through the accreditation process:

- Diamond
- Gold
- Silver

After the presentation, there was a debate raising the following questions and concerns:

- The risk of exclusion of some schools if accreditation focused on the 'big' schools.
- If the aim of the accreditation is on quality, then quality has no categories, but should focus on standards.
- Would the stringent accreditation processes of some countries be taken into account?
- The messaging of "Diamond", "Gold" and "Silver" could be demoralizing and not acceptable
- Was there room for schools to improve their level within the proposed five-year accreditation period if they wanted to?

- What is meant by internalization?

The Board members provided explanations to these queries.

An in-depth discussion of the three categories proposed ensued, after which it was emphasized that accreditation was a process not a competition.

Dr Edward Mungai (Chairperson, SBS Kenya) gave some background on the development of the AABS Accreditation.

✓ Details of AABS inception decision, and definition of the two things that made AABS Accreditation unique: context and impact.

✓ The possibility of having one accreditation, regardless of the percentage for the time being.

✓ The alternative was to introduce a system for schools that shows they are the best in their environment. This would help them attract students. These schools would, if they came in on the lower category, have an opportunity to move up, but that if the categories were removed, it could kill the drive to improve.

✓ Accreditation is voluntary. Schools that do not want to find themselves in the silver category could wait until they have developed enough to apply for a higher category.

✓ The competition already exists among schools. This should be encouraged. Students should be aware of quality.

✓ If a school was on a silver level, they would start thinking of how to improve to get the gold level.

The Chairman pointed out that schools could either stay on the level they were in, move up when they are ready or drop off if they did not meet standards. After five years, a school would need to apply for reaccreditation, if this five-year period was shortened it would put more pressure on the small schools ■

WEI Conference on Business and Economics at Harvard University July 24th-27th, 2017, Boston - United States of America



Professor Selma HAJ KHLIFA from Groupe ISCAE has attended, the WEI Conference on Business and Economics at Harvard University, that took place in Boston from July 24th to 27th, 2017.

The talk of Professor HAJ KHLIFA was about «Predicting default risk of SMEs in developing economies: Evidence from Morocco».

Here after a summary of her presentation:

Abstract: SMEs are a significant component of the global economy. However, the problem of access

to financing called for the study of criteria that may influence the granting of bank loans, on which these businesses depend heavily. Despite their vital role in the economy, this population still struggles to obtain bank financing.

The issue of the prediction of business default has been the subject of numerous works in the accounting and financial research field, which discussed in particular the difficulties facing SMEs. Despite the lack of research on SMEs, the prediction of the phenomenon of default sparked more interest among banks, after the new Basel agreements, which require them to develop internal rating systems to rate their counterparties "Internal Ratings Based Approach". Nowadays, the banking landscape is experiencing a deep evolution of regulatory systems that will certainly affect the relations between companies and banks. In this context, this paper aims to propose an econometric model of default risk prediction, which will consist of quantitative and qualitative ratios for Moroccan companies, namely SMEs, for pricing purposes.

Keywords: Small and Medium Enterprise (SME), default prediction, scoring model, logistic regression, pricing policy's loans ■

AACSB Business Accreditation Seminar April 4-5, 2017, Dubai - United Arab Emirates



Facilitators:

- Nitham Hindi, Associate Vice President for Academic Planning and Development, Qatar University.
- Tim Mescon, Vice President and Chief Officer for Europe, the Middle East and Africa, AACSB International.

If your school is pursuing AACSB Business Accreditation or you are new

to the standards and process, this interactive seminar is vital for understanding the challenges schools often encounter regarding eligibility criteria, accreditation standards, and continuous improvement, to name a few.

You will learn the purpose of accreditation and move through each standard in depth, covering the four organizational areas of Strategic Management and Innovation; Participants; Learning and Teaching; and Academic and Professional Engagement.

Understanding what is important and expected at each stage of the

accreditation process will save your school time, money, resources and frustration when developing a plan of action.

As with other AACSB events, this is an opportunity to develop a network of peers who can become a part of your school's support system.

Learning Outcomes:

- Discover the purpose of accreditation and the eligibility criteria
- Review in depth all AACSB Standards to understand how they build on each other and improve consistency for the school
- Learn the importance of quality and continuous improvement, supported by engagement, innovation and impact
- Build a network of peers and have an opportunity to ask questions ■

AMBA Global Deans and Directors Conference 2017 - May 15-17, 2017, Dubai



The General Director of Groupe ISCAE attended the «AMBA Global Deans and Directors Conference» which took place from 15 to 17 May 2017 in Dubai - United Arab Emirates.

This annual conference of «Association of MBAs (AMBA)» was an opportunity for Deans and Directors of business schools around the world to exchange with their peers accredited Business Schools and enjoy their experiences.

For Groupe ISCAE, this meeting was also an opportunity to hold special meetings with the management of AMBA, convey a distinctive international brand image of our Group, develop academic exchanges with the best Business Schools and expand our relationship network ■

AACSB Annual Accreditation Conference Europe, Middle East and Africa May 7-9, 2017, Vienna



The General Director of Groupe ISCAE has attended the AACSB Annual Accreditation Conference

Europe, Middle East and Africa, which took place from 7 to 9 May 2017 in Vienna.

This conference was an opportunity to know and understand the AACSB standards. Association to Advance Collegiate Schools of Business (AACSB).

This meeting was also an opportunity to interact with accredited Business Schools and take advantage of their experiences and best practices in terms of implementing a Social Responsibility strategy.

On the menu of this event, workshops will be held on one of the main themes of AACSB accreditation: «Global Impact», more specifically, under the theme:

«Responsible Management, Inclusive or Exclusive,



Implementing Strategies of RME (Responsible Management Education)» ■

Harvard Business School endorses Groupe ISCAE - May 4, 2017, Casablanca



Harvard Business School (HBS) has invited 21 Groupe ISCAE Grande Ecole students to «2017 MBA FIELD GLOBAL IMMERSION» held on May 4, 2017 in Casablanca. The purpose of this meeting is the interaction between MBA students from HBS and those from Groupe ISCAE. On this occasion, HBS presented a «Certificate of Appreciation» to the management of ISCAE in a spirit of thanks, appreciation and gratitude for its warm welcome and the efforts undertaken to make this immersion project Morocco a great success ■

Global Colloquium on Participant-Centered Learning (case study method)

From July 23th to 29th, 2017, Prof. Amine ZENJARI participated in the Global Colloquium on Participant-Centered Learning in the United States.



The GloColl initiative is a program hosted by Harvard Business School each year for the benefit of all the teaching faculties all around the world in order to promote the case study method (made in Harvard Business School).

The program started on July 23rd to the 29th of the same month and the location was Chao Center. All the continents were represented (a large number from China & India), Groupe ISCAE and another university from South Africa were the only universities representing Africa.

In order to enable all participants to benefit from this unique learning experience, participants were divided on many groups of six to seven and lived in the same floor to facilitate group discussion and group work.

The program objectives:

To mention a few,

- Be inspired by the Harvard Business School learning





model to stimulate knowledge, and know-how (Knowing, Doing, Being)

- To exchange on the different teaching and animation practices according to the public
- To learn from other participants methods and enlarge your network
- Become familiar with or deepen its use of the case method as a teaching medium
- To become aware of the benefits of teaching through the method of cases in all disciplines in Management
- Learning how to diversify the facilitation methods by placing the learner at the center of the process
- To provoke a reflection on your teaching plans as a facilitator

This program offers to all participants with or without teaching experience and from different field to

experience the case study method. It all started by sending to all participants one month before a reading material, the content was case studies and other reading which was a mandatory to cover before attending all classes.

Each day there are many assignments to do, it started almost every day by a group meeting at 8H00. The purpose is to debate and to confront participants' differences. Then the class starts at 9:00 am every day. The debriefing sessions facilitated by the Harvard professors have highlighted the effectiveness of the case method both in terms of content and process.

PS: this was only the first part of the program, the next one "case study writing workshop " is scheduled on the first week of January ■

5th International Conference in Economics- Management and International Trade March 3th-4th, 2017, Hammamat



The 5th International Conference on Economic Management and International Trade took place at the end of March in Tunisia.

The countries represented were: Morocco, Algeria, Tunisia, Australia, France and Belgium.

The schools represented in Morocco were: ISCAE, ENCG Settat, ENCG Kenitra, ENCG Casablanca, Faculty of Economy in Casablanca, ENSAM and ENSIAS.

Groupe ISCAE is represented at this event by the Associate Professor Ms. Nada Soudi. Her contribution focused on: "Ocean blue strategy: is it specific to disruptive innovation?"

This presentation allowed our teacher to have the prize of the best presenter.

In a context of increased competitiveness, where innovation is the key word to ensure the

sustainability of the company, several other underlying and very decisive strategies have emerged. It is no longer rare to mention the Blue Ocean Strategy as one of the pillars necessary for effective innovation: But when to think about a Blue Ocean

strategy and how to adopt it? What tools are used? Is this strategy correlated only with disruptive innovation or also with incremental innovation? ■



5th Edition of Doctoriales «Management in Africa, universality and peculiarities»



Management in Africa is valuing management approaches adapted to the continental context was the focus of a meeting of the 5th edition of the Doctoriales of CEDOC, Groupe ISCAE held on June 16 and 17, 2017 in Casablanca.

This scientific meeting is intended as a space to create synergies between different laboratories at the national level, by promoting exchanges around research projects, while zooming in on a current issue.

The keynote presentation titled «The Movement in Africa between universality and specificities», the General Director of Groupe ISCAE, Nada BIAZ stressed the need to combine the strengths of the diverse actors, particularly universities, business schools and socio-economic partners, to develop and promote research in Morocco and Africa.

Noting that scientific research is the source of the intellectual capital of national universities and colleges, Ms. BIAZ said that the contribution to the enrichment of this capital should be in the co-creation and dissemination of knowledge.

For his part, ISM Group Chairman Dakar, Mouhamed Moustapha Dieye said that African countries are more than ever called to set up a specific model of management in Africa called «African Management», a model that starts from finding that the application alignment with the ultimate mission of higher education in Morocco namely the creation of the framework and the necessary conditions of Western management methods in Africa has failed to improve the performance of businesses.

At a time when Africa is increasingly seen as the new growth driver for companies around the world, Mr. Dieye said it is useful to focus on management in Africa through the conceptualization and development of models specific to African management, a management model adapted to the specificities of African culture.

The fifth edition of the Doctoriales of Groupe ISCAE (16-17th), which brought together several PhD students from the Group's doctoral studies center as well as national and foreign scholars and experts, was organized around several doctoral workshops on topics related to finance, strategy and marketing ■

«Africa is calling!» Nada BIAZ, Dean and General Director of Groupe ISCAE



“The growing needs in Africa in terms of economic and social development are one of the main challenges that our nations are facing on a regular basis. Likewise, meeting the predicaments requires a new level of understanding, and education in this regard is considered as a consistent impetus.

For many decades, this fact was highlighted and not further detailed. Our continent has suffered from misconception and de facto the business model has failed to absorb shocks and systemic instabilities. Nowadays, Africa is rebuilding itself continuously, emerging and offering a wide range of opportunities. This situation is a catalyst for innovation, allowing multiple exchanges, and eroding boundaries. In this context, Groupe ISCAE is devoted to defend our African identity and contribute to prosperity, by implementing a new growth path.

As our culture becomes more international, Groupe ISCAE has built its footprint chiefly around diversity, ethics, and inclusion. These values are second to none and at an early-stage, we were aware of the complexity behind and we are committed to be among World-Class Business Schools community. Consequently, our strategy is not a climb on the bandwagon; it is an engagement and will ensure a safe transition to switch the actual frame.

While the premise of change is identified, the AABS Connect Conference 2017 entitled “African Business Schools: Advocates for Better Business” will be a remarkable event to think together for a better future and listing priorities” ■

The Observatory of Corporate Social Responsibility in Morocco (ORSEM) sees the light of day



The Observatory of Corporate Social Responsibility in Morocco (ORSEM) is pleased to announce its creation in the form of an association with the following objectives:

- Establish an information and exchange platform on Corporate Social Responsibility (CSR) in

Morocco;

- Highlight the exemplary nature of corporate CSR practices
- Promote responsible practices in Morocco;
- Stimulate scientific research on CSR in Morocco;

The ORSEM is composed of an Executive Board composed of 10 members elected at the AGM held March 31, 2017 at ISCAE. This office consists of the following people:

- President: Pr. Tarik El MALKI
- 1st Vice-President: Mr. Omar BENAICHA
- 2nd Vice-President: Ms. Rajae TAZI SIDQUI
- 3rd Vice-President: Ms. Manal EL ABBOUBI
- Secretary General: Ms. Lina GHALIB
- Treasurer: Pr. Nada SOUDI
- Assessors: Pr. Abdelmajid IBENRISSOUL, Mr. Mohamed SEMMAE, Mr. Hassan AGHOULOZ, Ms. Zineb BELYAMANI.

The ORSEM is located at the headquarters of Groupe ISCAE, located Km 9,500 Route de Nouacer BP. 8114 - Casablanca, Morocco ■

Groupe ISCAE, is now listed among Bloomberg World-Class Business Schools Education - New York



As a reflection of the dynamism and openness of our International Faculty, Mohamed Amine ISSAMI, Professor of Finance at Groupe ISCAE, has been awarded by Bloomberg for Education for his «Portfolio Management» syllabus.

Bloomberg was founded by Michael Bloomberg in 1981 as a technology provider of financial analytics and information. Since its inception, Bloomberg has grown to become one of the most important financial companies in the world. It has over 327,000 subscriptions to its professional services, almost 1 million global circulations of Bloomberg Business Week and over 150 news bureaus internationally. Bloomberg terminal helps users and students to interact and analyse market data in real time. The Bloomberg market concept offers wide range of tools in academia to enhance the understanding of financial system dynamics.

The Syllabus of « Portfolio Management », prepared by Professor Mohamed Amine ISSAMI, which presents an overview of the fundamentals and techniques used to construct investment portfolios and manage their risks, has been selected by Bloomberg for Education New York, to be published in the Business Schools Worldwide syllabuses Directory, that meet a number of scientific criteria (factual market data, originality of the pedagogical approach, etc.) ■

(https://data.bloomberglp.com/professional/sites/10/Bloomberg-for-Education_links_9.12.pdf)

Entrepreneurship and SME Development worldwide

The concept of SMEs development and entrepreneurship appeared in the reflection on growth in the late 1940s, by adopting appropriate measures (aid, subsidized loans, preferential tax regimes, etc.). This fact was reinforced by the public authorities creating support organizations for small businesses or SMEs.

Although they were always been considered as a catalyst for development, SMEs (informal sector included) have

continued to attract attention, especially in 1980s and at the end of 1990s. However, most developing countries were more responsive



to the needs of the large enterprises, including foreign-owned firms, rather than supporting the investment climate for SMEs to do Business.

The choice of this orientation was partly motivated by the disappointing results achieved by the large-scale SME support systems set up in developed countries since the 1970s.

According to the recent facts, SMEs generate more than 55% of GDP and more than 65% of the total number of jobs in high-income countries. SMEs and informal sector enterprises generate more than 60% of GDP and more than 70% of total employment in low-income economies, and more than 95% of total employment and about 70% of GDP in middle-income countries. In low-income countries, particularly in the least developed economies, the contribution of SMEs to employment and GDP is lower than the informal sector does, which, however, supports the vast majority of the poor population. One of the main priorities of governments in developing countries is to implement structured reforms that create a dichotomy between the formal and informal sectors, in order to allow those in needs to access markets and to engage in commercial activities with higher added value.

In addition, SMEs provide employment, income and export earnings. However, to harness their potential of development and inequality mitigation, governments, economic partners and SMEs must overcome a number of challenges:

- Foster the expansion of the private sector / SMEs resulting from:
 - The creation of innovative companies.
 - Entry into the formal sector of the largest possible number of informal enterprises.
- Help SMEs become more competitive and productive in their local market.

- Enable at least some of the nationally competitive SMEs to achieve a level of competitiveness sufficient to integrate into global value chains through trade (exports and internationalization) and investment, including the interactions between FDIs and their Strategic Business Units.

Meeting these challenges is becoming increasingly complex as the economy goes global. On the one hand, globalization can open up new markets for SMEs within access to technologies, skills and capital that are out of their reach. On the other hand, the pursuit of economic integration leads to a dramatic intensification of competition due to imports, the arrival of foreign investors and the rise of large national companies that are able to capture the local markets, chiefly dominated by SMEs.

The challenges aforementioned above are multi-dimensional. As barriers to trade, transport and communication costs, SMEs are forced to focus more on adding value to their products in order to maintain their competitive advantage. From the consumer perspective, demand is changing rapidly as a result of rising incomes and expanded choice opportunities due to the massive influx of imported products into the domestic market. Technological progress is giving rise to new products and transforming virtually all business functions, from production to marketing, supply management and logistics. New rules introduced by the multilateral trading system and by foreign buyers push SMEs to comply with tighter standards in their own markets and for export, technical standards (technical barriers to trade), environmental (need to comply with the ISO 14000 standard in particular) or labor standards. Multinational companies seeking new markets and new investment opportunities offer chances to SMEs that are able to enter global value chains as part of subcontracting relationships. There is also increasing competition in the developing world to conquer export markets and attract foreign investment and resources. In this context of increased global competition, SMEs, support organizations and governments in developing countries (in transition as well) need to adapt, review their methods and invent new ways of working together to stimulate competitiveness of SMEs ■

Groupe ISCAE has participated in the co-creation of Knowledge by Strengthening Bridges between the Academic World and the Socio-Economic World May 11-12, 2017, Rabat



The General Director and a delegation of Teachers-Researchers of Groupe ISCAE participated in the opening ceremony of the International Doctoral Symposium in Economics and Management, organized on May 11 and 12, on the occasion of the 60th anniversary of University of Mohamed V, by FSJES-Agdal, EST Salé and FSJES-Souissi, under the theme: «Researchers in economics and management and socio-economic decision-makers: Interactions and Synergies»

In her opening address, Mrs. Nada Biaz expressed Groupe ISCAE willingness to create bridges between mutually complementary worlds and to be at the intersection between the academia and business. She stressed the need to conceptualize the success factors of Moroccan and African management, to

develop models specific to the national and regional context, to draw up case studies with local content, to reflect the efforts of the research in learning process, to be a leader in African leadership and to develop research in innovation in management education and transformational teaching approaches. This approach should be in line with the mission of higher education and research in Morocco and will not fail to have an impact on the three academic, economic and social aspects.

During these two days, seven Teachers-Researchers of Groupe ISCAE participated as members of the scientific committee and / or the organizing committee, in this case, professors Karim Aarab, Karim Charaf, Tarik El Malki, Jaouad El Qasmi, Fouad Machrouh, Mohamed Sabar and Amine Zenjari ■



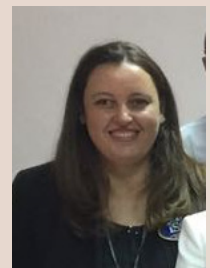
Professor Hind KBAILI

Monday, July 24, 2017, Ms. Hind KBAILI, Assistant-Professor of Groupe ISCAE, has publicly defended, under the direction of a jury made up of Professors of Higher Education of Groupe ISCAE and the Moroccan Universities, for the title of Professor Empowered to conduct Research (HDR). On the basis of the deliberations of the said jury, Professor Hind KBAILI was declared holder of the Habilitation to conduct University Research.



Professor Myriem ESSAKALLI

Wednesday, October 03, 2017, Ms. Myriem ESSAKALLI, Assistant Professor of Groupe ISCAE, has publicly defended, under the direction of a jury made up of Professors of Higher Education of Groupe ISCAE and Moroccan Universities, for the title of Professor Empowered to Lead Research (HDR). On the basis of the deliberations of the said jury, Prof. Myriem ESSAKALLI was declared holder of the Habilitation to conduct University Research.



Professor Amine ZENJARI

January, 2017, Mr. Amine ZENJARI, Assistant Professor of Groupe ISCAE, has publicly defended, under the direction of a jury made up of Professors of Higher Education of Groupe ISCAE and Moroccan Universities, for the title of Professor Empowered to Lead Research (HDR). On the basis of the deliberations of the said jury, Prof. Amine ZENJARI was declared holder of the Habilitation to conduct University Research.



RESEARCH OUTPUTS

Title	Author(s)	Name of Publication	Nature of Publication / Output	Year
Securitization in Morocco : Decision-making process analysis	EL ATTAR MEHDI	Doctoral Thesis	Doctoral School	June 2015
The management of the accounting income in mergers and acquisitions operations in Morocco	Issam EL MAGUIRI	Doctoral Thesis	Doctoral School	February 2016
Managing Knowledge Continuity in Public Institutions	Said EL MOUSTAFID	Doctoral Thesis	Doctoral School	March 2016
Biel System and SME Access To bank funding	Salma HAJ KHLIFA	Doctoral Thesis	Doctoral School	March 2016
The aircraft Industry between fragility and consolidation: the factors driving the performance of aeronautical subcontractors in the Greater Casablanca region	Zakaria BENHAR	Doctoral Thesis	Doctoral School	June 2016
The rationale of financial debt : Moroccan SME's case	Imane RAHJ	Doctoral Thesis	Doctoral School	June 2016
Women entrepreneurship : Personal network approach	Fatima Zahra RACHDI	Doctoral Thesis	Doctoral School	December 2016
The dissemination of CSR in Moroccan Business	Omar BENAICHA	Doctoral Thesis	Doctoral School	January 2017
Islamic and conventional financial instruments: utilities, consistencies and correspondences	Inass EL FARISSI Mohamed EL MOUEFFAK Siham EL MEKNASSI	Revue Marocaine des Sciences de Management, N°4	Scientific Journal	March 2015
Islamic and Conventional Insurances	Mohamed EL MOUEFFAK Karim CHARAF Inass EL FARISSI	Revue Marocaine des Sciences de Management, N°4	Scientific Journal	March 2015
Impact of employee flexibility and preferences on staff scheduling: a multi-agent simulation approach	Mohamed SABAR Mohamed EL MOUEFFAK	Revue Marocaine des Sciences de Management, N°4	Scientific Journal	March 2015
Microfinance as social Entrepreneurship in Southern Morocco	Adil BAMI	Revue Marocaine des Sciences de Management, N°4	Scientific Journal	March 2015
The adoption of performance measurement systems in transition economies: The case of Serbia	Karim CHARAF	Revue Marocaine des Sciences de Management, N°5	Scientific Journal	March 2015
Credit Risk Assessment Models	Inass EL FARISSI	Cahier de recherche du Groupe ISCAE	Research paper	January 2016
Basel II and the transparency requirement of SMEs	Selma HAJ KHLIFA	Cahier de recherche du Groupe ISCAE	Research paper	July 2015

RESEARCH OUTPUTS

Title	Author(s)	Name of Publication	Nature of Publication / Output	Year
Beyond any cleavage	Tarik EL MALKI	Beyond any cleavage	Publication	2017
Business environment and performance	Tarik EL MALKI	Business environment and performance	Publication	2014
Corporate Social Responsibility: The Case of Morocco	Tarik EL MALKI	CSR	Publication	2014
Business failure	Inass EL FARISSI	Business failure	Publication	2015
Credit risk	Inass EL FARISSI	Credit risk	Publication	2017
Networking organizations	Abdelmounaim BELALIA	Networking organizations	Publication	2014
Funding, investment, diversification and performance	Inass EL FARISSI	Funding, investment, diversification and performance	Publication	2014
The choice of the governance mode in public limited companies: board of directors or supervisory board?	Karim AARAB	Business law and strategy Lexis Nexis N°2	Paper	2016
Personal data and online communication: what protection for individuals	Karim AARAB	REMALD, double issue, 122-123	Paper	2015
Impact of flexibility and employees preferences on shift scheduling : a stimulation approach	Mohamed SABAR & Amine ZENJARI	APMS 2014 International Conference Advances in Production Management Systems	Paper	2014
Information and Communications technology: strategic Tool and Aid In Decision process	Mohamed Jaoued EL QASMI	Global Perspectives on Engineering Management, Nov 2014, Vol 3	Paper	2014
Hospital performance: what representation by the internal actors? Case of public hospitals in the Marrakech region	Mohamed SABAR & Amine ZENJARI	Management and Finance Review	Paper	2016
CSR disclosure practice in France : a habermasian perspective	Karim CHARAF	Journal of Accounting and Management Information Systems, 2016, vol. 15, issue 3, pages 447-473	Paper	2016
Using importance performance analysis to evaluate the satisfaction of Activity-Based Costing adopters	Karim CHARAF	Accounting and Management Information Systems Vol. 13, No. 4, pp. 665–685, 2014	Paper	2014
The development of participatory banks in Morocco: challenges and major advances	Younes LAHRICHI	Bank Review N° 785	Paper	2015

Call for papers

V^e International conference on corporate social responsibility: Pro-social innovations: from responsible finance to social entrepreneurship Casablanca, June 27th to 29th, 2018
<https://cleconference.wixsite.com/5e-ci-rse>



The International Alliance of cross-disciplinary Research Centers (AICRI, Morocco), in partnership with the Center for Leadership Excellence (Sobey, Business School, Ste-Mary's University, Canada), Groupe ISCAE and the Chair of Social Responsibility and Sustainable Development (SSRDD) of the School of Management Sciences co-organize the 5th Conference on the Corporate Social Responsibility: «Pro-social innovations: social entrepreneurship», the conference brings together the largest network of French-speaking CSR researchers, and aims also to attract English-speaking researchers to Casablanca from June 27 to 29th 2018 within the ISCAE –Casablanca premises.

The conference will be combined to a doctoral workshop, with a scientific writing seminar, to be held on June 26-27th at Groupe ISCAE, and the conference will close by a student competition for social entrepreneurship projects ■

Groupe ISCAE Faculty has participated in the workshops : «Integrating Business Ethics into Academic Courses» and «Values Driven Leadership», respectively on May 19th-20th, 2017 and October 13th 2017



On May 19th and 20th, 2017, Pr. Myriem ESSAKALLI and Pr. Mohamed Amine ISSAMI, Professors at Groupe ISCAE, have contributed to the workshop outcomes on the topic

related to “INTEGRATING BUSINESS ETHICS INTO ACADEMIC COURSES”. The event was hosted by Al Akhawayn Executive Education Center, Casablanca Techno Park and Presented by Elie ASMAR, Professor of Business Ethics at the University of San Francisco-United States.

The 2-day workshop focuses on training faculty, who serve as the frontline of education, on pedagogical strategies to teach Business Ethics and integrate ethical concepts into their courses.

This event was an opportunity for faculty members to meet and reflect on how to effectively integrate ethics issues into academic courses, including social responsibility, environmental security, privacy and individual rights, account safety, occupational health, product liability and equal opportunities.

On October 13th, 2017, Groupe ISCAE Faculty has attended the seminar “Values Driven Leadership”, hosted in Kenzi Sidi Maarouf, Hotel Casablanca.

The Guest Speaker : Mary c.Gentile, is Creator/Director of Giving Voice to Values, which is a pioneering business curriculum for values- driven leadership, has been featured in Financial Times, Harvard Business Review, Stanford Social Innovation Review, McKinsey Quarterly, etc. and piloted in over 1,000 business schools and organizations globally ■

Carrefour du Manager:

The annual meeting gathering the companies and the graduates of the best Moroccan business schools, organized for the 1st and 2nd November 2017



More than a recruiting space, le Carrefour du manager makes it possible to address news topics through a rich animation content: TV shows, conferences, trophy of hope...

The Carrefour du manager is an opportunity to make rich and convivial exchanges between students and companies:

- Meet the students and the graduates of the best Business Schools
- Be informed about current events and economic issues
- Select the profiles that meets the positions to be filled in companies

Groupe ISCAE has organized, on November 1st and 2nd, 2017, the 33rd edition of its "Carrefour du Manager" under the theme «Higher Education and Corporate World, Bridging the Gap».

The subject is as topical as ever. Actually, given the technological advances, companies and higher education institutions face the same challenges, emanating from sociological upheavals that require responsiveness and creativity.

In a post-digital, post-truth and post-global world, which evolves at a much faster pace than

organizations and institutions of higher education in general, a permanent surveillance of markets' needs, along with a high degree of adaptability and innovation, with a learner-centered approach, are necessary to ensure the relevance of any training program.

This forum also allows students to interact directly with professionals, discuss job opportunities and internships offered by companies and organizations attending this event.





Perfect for network development and seizing employment opportunities, “Carrefour du Manager” aims to offer students, young graduates in business schools as well as experienced candidates a wide range of internships and jobs opportunities.

Seventy companies from different sectors were present at this event, creating a conducive environment to hold the meetings, exchanges and professional integration of students and graduates of business schools.

On the sidelines of this meeting, a career focus was also planned through which the ISCAE alumni shared their experience with other young people to create an ideal place to meet and discuss best practices.

The edition of this year was marked by the organization of the competition of the best video CV which aims to present the candidate in an original and dynamic way. Students will have to present themselves in 2 to 3 minutes by putting their experiences and their professional skills in image ■

The newspaper «L’Economiste» awards the ISCAEISTES for Research in Economics and Management



On Thursday, December 14, 2017, “L’Economiste” award ceremony for Research in Economics and Management, was held in Casablanca. The event brought together prominent personalities from Academics and Business. Since the award inception, it was the first time the jury has selected the Research Supervisors. Regarding the «Master» category, the nominees of ISCAE were:

Youcef BENCHICOU, graduate of Grande Ecole, for his dissertation on «New prudential regulation, What impact on the financial performance of Moroccan banks? », Supervised by **Pr. Siham MAKNASSI**.

Youssef AIT AKKI, EMBA graduate, for his research work «The Balanced Scorecard, a strategic management tool: What is the management of

performance in the mining industry? Case of SAMINE- MANAGEM Group, supervised by **Dr. Hassan CHAGAR**.

Concerning the «Doctorate» category, the prize was awarded to **Selma HAJ KHLIFA** for her doctoral dissertation at ISCAE entitled «Basel System and SME Access to Bank Funding». In this category, the jury has distinguished **Pr. Fawzi BRITEL**, Research Supervisor.

The Research Award in Economics and Management is an annual event, organised by the Eco-Media Group. It is designed to students and researchers who have defended, in a public or private institution, a thesis on economics or management, a Master’s or Bachelor theses ■



Faculty Residential Seminar under the theme «Business Schools and Globalization: Challenges and Opportunities» April 21st to 23rd, 2017, El Jadida



At the Residential Seminar on April 21st, 22nd and 23rd 2017, Faculty staff attending the event had the opportunity to exchange constructive ideas in

response to the challenges and opportunities of the global context in which the Business Schools operate.

The seminar started with a discussion in order to have the teachers' feedback and expectations regarding the current and future situation of ISCAE. Then, the General Director, Ms. Nada BIAZ, has presented her strategy to meet the challenges and seize the opportunities for a National repositioning and international high visibility. International accreditations have been highlighted as an overriding objective to safeguard ISCAE's leading position.

This idea gained the support of all the teachers, who worked in a workshops on the different standards of AACSB accreditation ■

Groupe ISCAE Executive Convention April 29th to 30th, 2017, Marrakech



Groupe ISCAE has organized a residential seminar on April 29th and 30th, 2017 at the hotel «Adam Park» located in the touristic area of Marrakech. The seminar began with a welcome cocktail, and an introduction by the General Director Ms. Biaz who emphasized the importance of such an event to foster interpersonal relationships, strengthen communication and stimulate a common reflection around the theme «The future of Groupe ISCAE».

With this in mind, brainstorming workshops have been formed to gather, in turn, the perceptions, expectations, fears, ambitions and suggestions of each other about the future of Groupe ISCAE, facing a challenging, competitive, constantly changing environment.

The different answers were deep and relevant and reflected, in a clear and unanimous way, the sense of belonging of the members of Groupe ISCAE community and denoted their jubilant enthusiasm and great implication for the flagship strategic projects to which Groupe ISCAE is committed. In this case the project of «international accreditations», this transformation project has undoubtedly become a condition sine qua non for Groupe ISCAE to confirm the leading position.

And as we say: «We must keep the best for the end», the administrative staff chose to finish on a note of song, joy and hope, presenting to the General Director Ms. Biaz, sincere wishes of long life, happiness and serenity on the event of her birthday.

Live long and prosper to Groupe ISCAE and its community members ■

**GROUPE ISCAE HAS
A NEW CANADIAN
PARTNER
L'UNIVERSITE DE
SHERBROOKE**



On December 5th, 2017, Groupe ISCAE enters into partnership agreement with l'Université de Sherbrooke, this partnership is a part of Groupe ISCAE International openness. This agreement aims to give an impetus to our institute, developing the academic and cultural exchange, disseminating research, and anchoring a win-win partnership for both Business schools.

In fact, l'Université de Sherbrooke is ranked as one of the best Universities in Canada and is considered as "top 20 worldwide" in terms of sustainable development as per UI Green Metric World University Ranking. Besides, in 2014 and 2015, Leiden University in the Netherlands has ranked l'Université de Sherbrooke as the First Francophone Business School in Canada, regarding the relevance of its research outputs.

**STOCKHOLM
BUSINESS SCHOOL,
FIRST SWEDISH
PARTNER OF GROUPE
ISCAE**



On December 6th, 2017, Groupe ISCAE concluded a new partnership agreement with Stockholm Business School (SBS), one of the largest schools of the Stockholm University with about 3,500 students and 100 researchers and lecturers. This partnership is part of Groupe ISCAE international openness policy for high visibility.

Through this agreement, both parties will undertake joint actions towards cooperation in terms of training and research. They will also set up an exchange program for students and faculty. Stockholm Business School is renowned as a catalyst for interdisciplinary research and education, generating new perspectives on current topics in the business world and beyond. Stockholm Business School offers an education that broadens the conventional understanding of business studies including universal values.

**ECOLE SUPERIEUR DE
COMMERCE DE PARIS
(ESCP EUROPE)**



On Thursday, March 16, 2017, Groupe ISCAE and the ESCP signed an exclusive strategic partnership agreement, at the headquarters of the Paris School of Business (ESCP Europe). The aim of this partnership is initially to enable the most brilliant students from Groupe ISCAE to benefit from ESCP Europe's double degree programs and exchanges. This collaboration will then expand to executive training and research. This is the first agreement that Groupe ISCAE signed upstream the launch of its highly selective Bachelor Degree in Management (National Diploma).

Indeed, the future short-listed candidates could integrate the Master 1 of the ESCP Europe Grande Ecole program by choosing between its campuses in Europe.

ESCP Europe, one of the top three French business schools, would be one of the most attracting opportunities for the new bachelor degree (positioned internationally as «BBA with Honors, with selective access»),

which will soon be open to high school outstanding graduates in Morocco and abroad, especially African countries. ESCP Europe was also Groupe ISCAE official partner at the recruitment forum “Carrefour du Manager” in November 2017.

WATSON UNIVERSITY



On May 2nd, 2017, Groupe ISCAE and Watson University signed a partnership agreement. Through this convention, the two institutions are committed to offering a multicultural and diversified program for which Watson University and Groupe ISCAE are about to launch a program for the exchange of students and faculty in the educational fields and research. As part of this partnership, a brilliant student from the Grande École was selected to benefit from an exchange semester (September-December 2017) with a merit scholarship awarded by the university. It should be noted that Watson University is a new model of higher education in Boulder, Co-Lorado-USA, for innovative entrepreneurship students.

GORDON INSTITUTE OF BUSINESS SCIENCE, UNIVERSITY OF PRETORIA



Groupe ISCAE concluded, on April 10, 2017, a partnership agreement with Gordon Institute of Business Science, University of Pretoria (GIBS). This 2nd Convention, with one of the best Business School in South Africa, will create communication channels to promote exchanges of students and faculty, develop research activities, launch together special university programs and participate in events organized by each partner. This agreement is in follow up to the seven partnership agreements already operational with African Training Institutes: IHEC Carthage, ISCAE-Guinea, INTEC SUP-Mali, ISM- Senegal, the Superior Institute of Management and Entrepreneurship Ouagadougou in Burkina Faso, BEM Management School Dakar in Senegal and WITS Business School- South Africa.

CAUCASUS UNIVERSITY GEORGIA



On June 2nd, 2017, Groupe ISCAE and Caucasus University Georgia signed a partnership agreement. Through this agreement, the two institutions undertake to offer a multicultural and diversified exchange program, dedicated to students and teachers in the fields of education and research. Caucasus University is a higher education institution. Its motto is «Studium Pretium Libertatis». Caucasus University consists of various schools of management, law, media, technology, humanities and social sciences, governance, tourism, economics, and health. Caucasus University offers degrees: Bachelors, Masters and PhDs. It also provides various certificates.

UNIVERSITE JEAN MOULIN - LYON 3



On September 08, 2017, Groupe ISCAE concluded a partnership agreement with the University Jean Moulin-Lyon 3.

This partnership is part of the international openness policy of Groupe ISCAE and aims to give a more important influence to our school.

This convention will create communication channels to promote the exchange of students and teachers. It aims to develop academic and cultural exchange, research and a mutually beneficial relationship for both institutions.

It should be noted that Jean Moulin University offers a space for learning and research centered on the human and social sciences. With 7 doctoral schools and 19 research units, it develops an interdisciplinary research, in connection with the major societal issues.

UNIVERSITE DU QUEBEC A MONTREAL



On August 3, 2017, Groupe ISCAE signed a partnership

agreement with the Université du Québec à Montréal (UQAM). This agreement is part of the willingness of the two institutions to develop cooperation, exchanges of students and faculty, the establishment of double degree programs and joint training and research activities.

UQAM is a French-language public university with world-class reputation, thanks to the originality and distinctive characteristics of its programs, its cutting-edge research often focused on social issues and its innovations.

BEM MANAGEMENT SCHOOL DAKAR - SENEGAL



Groupe ISCAE concluded on March 28, 2017 a new partnership agreement with BEM Management School Dakar in Senegal.

This convention will promote communication channels to foster the exchange of students and faculty, develop research activities, launch together special university programs and participate in events organized by each partner.

BA SCHOOL OF BUSINESS AND FINANCE



On January 30, 2017, Groupe ISCAE and BA School of Business and Finance signed a partnership agreement.

Through this convention, the two institutions undertake to offer a multicultural and diversified exchange program, dedicated to students and teachers in the educational and research fields.

BA School of Business and Finance is one of the leading business schools in Latvia. It was founded in 1992 as a higher education establishment.

It offers undergraduate and graduate programs in economics and entrepreneurship, business administration and finance. Its programmes have acquired an explicit international dimension.

Alumni of this Business School are nationally and internationally recognized entrepreneurs, managers, consultants, experts and professionals.

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